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Conciseness and Derivatives of Moonlighting Intentions in India's Pharmaceutical Industry

Concisión y derivadas de las intenciones del pluriempleo en la industria farmacéutica india

Nahas. N¹ , K.S Chandrasekar² , Manoj Krishnan Champettill³ , Lekshmi MS⁴ , Sowmya Vivek⁵ ,
, Ravi Kumar Bommiseti⁶  

¹ Post Doctoral fellow, Institute of Management in Kerala, Trivandrum, University of Kerala, Kerala. India.

² Vice chancellor, Cluster University of Jammu. Jammu.

³ Internal Quality Auditor and Faculty Human Resources EM Normandie Business School, UAE EM Normandie - Metis Lab.

⁴ Professor, School of Management, Bishop Jerome Institute, kollam, Kerala. India.

⁵ Director Quality, for Institutional Effectiveness. EM Normandie Business School. Dubai. UAE.

⁶ Independent Researcher, Andhra Pradesh. India.

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Corresponding author: Ravi Kumar Bommiseti  

ABSTRACT

Factors influencing Moonlighting Intentions (MI) in India's Pharmaceutical Industry (IPI) include organizational culture, work-life balance, and employee engagement. In this paper, we examine the factors determining the MI of employees in the IPI and how organizational dynamics, employee engagement, work-life balance, and organizational culture influence MI. The research studies the direct links between these variables and the probability of employees exploring supplementary employment using quantitative and qualitative methods. The data were obtained by interviewing Human Resource (HR) professionals and senior management using organized questionnaires. By highlighting the relationship between organizational culture, work-life balance, and employee visits to MI, the results illustrate significant positive features of organizational culture and work-life balance and the negative impact of employee engagement in MI. In addition, the paper determines that organizational assurance moderates the link between work-life balance and moonlighting. The implications of these results for IPI attempting to manage the phenomenon of moonlighting while sustaining employees and structuring organizational commitment are of value. Through these dynamics, companies can develop policies for reducing the effects of moonlighting and increasing actual employee output. It turns out that 8 out of 25 employees with poor work-life balance primarily work on the requirement for moonlighting, and organizational culture considerably impacts the figure.

Method: a well-crafted questionnaire was used to gather the necessary data for the study, which looked at the factors influencing employees' MI (Moonlighting Intentions) in the India's Pharmaceutical Industry (IPI) as well as how organizational dynamics, employee engagement, work-life balance, and organizational culture affect MI. The essential hypotheses regarding the study's goals were articulated, and each was examined with the aid of pertinent statistical instruments.

Results: according to research findings, work-life balance, corporate culture, and organizational commitment all have a significant role in employee engagement teams' decisions to moonlight.

Conclusions: the study concludes that to reduce the likelihood that workers may look for outside employment, IPI companies should prioritize good HR procedures, work-life balance policies, and a favourable corporate culture. Employee retention, satisfaction, and overall organizational productivity are all expected to rise with such a strategy.

Keywords: Life; Moonlight; Pharmaceutical; Employment; Dependent Variables; Statistical Analysis.

RESUMEN

Los factores que influyen en las intenciones de pluriempleo (IM) en la Industria Farmacéutica de la India (IPI) incluyen la cultura organizativa, el equilibrio entre la vida laboral y personal, y el compromiso de los empleados. En este artículo se examinan los factores que determinan las IM de los empleados en la IPI y cómo influyen en ellas la dinámica organizativa, el compromiso de los empleados, el equilibrio entre la vida laboral y personal y la cultura organizativa. La investigación estudia los vínculos directos entre estas variables y la probabilidad de que los empleados exploren un empleo complementario utilizando métodos cuantitativos y cualitativos. Los datos se obtuvieron entrevistando a profesionales de Recursos Humanos (RRHH) y altos directivos mediante cuestionarios organizados. Al poner de relieve la relación entre la cultura organizativa, la conciliación de la vida laboral y familiar y las visitas de los empleados a los IM, los resultados ilustran las características positivas significativas de la cultura organizativa y la conciliación de la vida laboral y familiar y el impacto negativo del compromiso de los empleados con los IM. Además, el documento determina que la garantía organizativa modera el vínculo entre el equilibrio entre la vida laboral y personal y el pluriempleo. Las implicaciones de estos resultados para los IPI que intentan gestionar el fenómeno del pluriempleo al tiempo que mantienen a los empleados y estructuran el compromiso organizativo son valiosas. A través de esta dinámica, las empresas pueden desarrollar políticas para reducir los efectos del pluriempleo y aumentar el rendimiento real de los empleados. Resulta que 8 de cada 25 empleados con una mala conciliación de la vida laboral y familiar trabajan principalmente por la exigencia del pluriempleo, y la cultura organizativa influye considerablemente en esta cifra.

Método: se utilizó un cuestionario bien elaborado para recopilar los datos necesarios para el estudio, que analizaba los factores que influyen en las IM de los empleados (intenciones de pluriempleo) en la Industria Farmacéutica de la India (IPI), así como el modo en que la dinámica organizativa, el compromiso de los empleados, el equilibrio entre la vida laboral y personal y la cultura organizativa afectan a las IM. Se formularon las hipótesis esenciales relativas a los objetivos del estudio, y cada una de ellas se examinó con la ayuda de los instrumentos estadísticos pertinentes.

Resultados: De acuerdo con los resultados de la investigación, el equilibrio entre la vida laboral y personal, la cultura corporativa y el compromiso organizativo tienen un papel significativo en las decisiones de los equipos de compromiso de los empleados de pluriemplearse.

Conclusiones: el estudio concluye que, para reducir la probabilidad de que los trabajadores busquen un empleo fuera de la empresa, las empresas de IPI deben priorizar los buenos procedimientos de RRHH, las políticas de conciliación de la vida laboral y personal, y una cultura corporativa favorable. Se espera que la retención de los empleados, su satisfacción y la productividad general de la organización aumenten con una estrategia de este tipo.

Palabras clave: Vida; Luz de Luna; Farmacéutica; Empleo; Variables Dependientes; Análisis Estadístico.

INTRODUCTION

India is among the fastest-growing pharma industry in the world. It also does big things in generic drug production, Active Pharmaceutical Ingredients (APIs), and vaccines.⁽¹⁾ This industry has been going through the changes associated with employment trends along with the evolution and development of this industry. Another development is moonlighting, or employees whose primary job simultaneously holds a secondary job or perform freelance work.^(2,3) But the concept of moonlighting is not new – it is just more manageable because of technological developments, remote working abilities, and changing employment norms.

Besides, if you manage moonlighting appropriately, it can improve your employee's skills and provide them with extra sources of income. However, it is a challenge for employers in fields such as pharmaceuticals. All areas concern Intellectual Property Rights (IPR), employee productivity, job commitment, and organizational loyalty. However, where employees engage in moonlighting, which is at odds with their core requirements within their primary employment responsibilities, what is portrayed amounts to simply too bad practice, which becomes particularly contentious: Ethical, legal, and often operational. The risks of moonlighting are higher in industries where innovation and trademarked knowledge are key.^(4,5)

The widespread remote working model and the economic uncertainties of many employees have accelerated moonlighting practices even further because of the COVID-19 pandemic.^(6,7) In several respects, employees formed several chances that allowed them to engage in secondary employment under generally less stringently constrained new limits between work and personal life. As a result, companies, including India's Pharmaceutical

Industry (IPI), have been obliged to reevaluate their employment policy and job location to accept or make the most of the implications of moonlighting.^(8,9)

Moonlighting in the IPI has created discussions about its effects on organizational performance, employee well-being, and business continuity.^(10,11) For some organizations, moonlighting is seen as a threat to the integrity of the operation, while for others, it is a possible avenue for change of skills and innovation.^(12,13) Moonlighting is also a sensitive topic for the IPI, which has a mandate of regulatory compliance and intellectual property protection. It is highly probable that when employees share proprietary information to help colleagues, or if they choose to focus on matters other than those crucial to their companies, it will affect the business sustainability in the long run.^(14,15)

Though moonlighting is on the rise, there is a deficit of complete research on the underlying factors, results, and solutions to moonlighting in the IPI. Most of the current literature focuses on moonlighting in the Information Technology (IT) and service sector, and consequently, a gap remains in the knowledge of moonlighting in the IPI. This gap must be addressed, as effective policies to control Moonlighting Intentions (MI) and to moderate a positive and industrious work environment require it.

This study makes several contributions to academic literature and practical management in the IPI. First, it thoroughly describes the factors determining MI and their organizational impacts. The research examines how several investors interact with employee requirements related to shortage skill shortages, organizational culture, and legal considerations.^(16,17,18)

The second contribution of the study is to fill in a significant gap in the literature by focusing on the IPI: as distinct from other industries where studies on Carbon dioxide (CO₂) emissions have been conducted, the IPI as a whole and individual establishments within the industry have precise features that distinguish them from other industries. Innovation, intellectual property, and regulatory compliance are emphasized; therefore, knowing how moonlighting affects business operations and competitiveness is crucial.

The findings of this study give HR managers, legal advisors, and pharmaceutical policymakers practical suggestions for implementation. The study analyses proven methods that enable organizations to control employee side work while respecting worker goals, thus generating balanced solutions for business requirements alongside employee aims. These recommendations allow organizations to build workplaces where people remain dedicated while their productivity increases and the risks of parallel employment are reduced.

This investigation includes pharmaceutical employees and Indian HR managers who work in IPI. The evaluation investigates employee engagement, work-life balance, organizational culture, and talent management. The study investigates multiple sub-categories, such as legal structures, intellectual property rights systems, team collaboration designs, and lean management execution systems.

Several significant restrictions become evident when considering the research findings. The research collects data by surveying and interviewing participants, which can introduce potential response bias into the results. The study exclusively investigates the IPI, and its findings cannot extend entirely to similar industries across different regions. Future studies should overcome these research limitations by conducting industry and international investigations.^(19,20,21,22)

This research studies the brief interpretations and derivatives of moonlighting selections from multiple angles within IPI.

The research study has the following goals:

1. This analysis investigates the components that drive workers to do moonlight shifts by examining the roles of employee involvement alongside work-life balance organizational culture and employee recruitment.
2. This part evaluates the influence of legal systems, business policies, and standard intellectual property rights in developing MI.
3. An exploration into how team bond development and work-time personal integration affect MI within work groups.
4. The proposal presents successful methods for handling employee side work without harming institutional reputation or staff contentment.

The research paper divides its content across several sections. A detailed review of existing MI and associated variables is given in the literature section that follows the introduction. The research methodology describes the study's design, data collection methods, and analytical procedures. Survey results and interview data analysis appear in the results section, leading to an interpretation of significant results. The paper closes with recommendations for management decision-making, research guidance, and a complete bibliography of sources.

The research uses a comprehensive approach to advance knowledge of MI within pharmaceuticals, which delivers beneficial knowledge to academic institutions, practical industries, and governmental authorities.

Moonlighting Intentions of the IPI and Literature Review

The IPI recognizes employee moonlighting as working additional employment or business activities beyond their principal position. The IPI is quickly expanding because of innovation, strict regulations, and market competitiveness, which has led to moonlighting becoming a key discussion opinion. This industry type boosts its researchers, salespeople, and regulatory staff to work additional jobs to achieve career development, financial security, and startup opportunities. Several vital factors heavily impact MI, including employee disengagement and insufficient work-life balance, unfavorable workplace environments, short talent management practices, and unclear legal standards. Employers encounter substantial difficulties when regulating moonlighting employees because they must protect sensitive business information while achieving productivity goals and guaranteeing confidentiality. Moonlighting results in multiple legal and ethical challenges because it leads to conflicts of interest and puts employee data and proprietary information in danger.

Moonlighting frequently prompts companies to consider it an indicator of employee disengagement and incentive problems. Organizations now debate establishing rules prohibiting extracurricular work or establishing official programs to let employees exchange knowledge within the company. No clear background governs second jobs during work hours in India since contracts differ between altogether banning moonlighting and having no limitations on additional employment.

IPI requires three approaches to handle employee MI: better workforce connection programs, competitive salary systems, and innovative workplaces. Creating rules for external activities through clear communication networks will help organizations support professional goals and employee personal objectives. Analyzing motivation factors and the effects of moonlighting in pharmaceuticals helps organizations better tackle this complex situation to maintain business operations and their workforce. The literature review appears in its entirety in table 1.

Employee Engagement and Moonlighting:

Organizations heavily depend on employee engagement since it directly impacts job satisfaction and organizational commitment levels. Research indicates that workers not engaged with primary employment tend to search for extra job opportunities to achieve their professional goals and financial success. Moonlighting emerges in pharmaceutical positions because low employee engagement impacts workers who maintain specialized roles with high dedication levels.

Work-Life Balance and Moonlighting:

Work-life balance is an essential contact point for employee productivity and wellness. Demanding IPI work environments create workload challenges that make it difficult for employees to maintain good work-life separation. Researchers have found that staff members facing work-life balance issues tend to start moonlighting jobs because they must regulate their schedules and financial resources.

Organizational Culture and Moonlighting:

A positive workplace culture makes employees stay loyal to their organization, thus decreasing their tendency to take second jobs. The IPI demands team collaboration, so employees avoid unfavorable work conditions by pursuing opportunities outside their current organization. Research results demonstrate that work environments influence employee viewpoints about occupational satisfaction and professional development potential.

Talent Acquisition and Retention:

The IPI faces two significant problems when hiring and retaining premium talent because there is high competition for specialists in this field. Moonlighting work functions simultaneously as both a factor leading to talent retention problems and a sign that existing retention issues exist. Organizations that do not offer competitive payment packages and career advancement options potentially create conditions for their employees to moonlight.

Legal Framework Governing Moonlighting:

Moonlighting legal conditions within India are intricate because the laws exist without clear definitions. Work contracts either forbid employees from having another job or do not address the matter explicitly. Both employers and employees face difficulties because of unclear legal rules surrounding the matter. Legal considerations are important in the IPI because Intellectual Property Rights (IPR) remain essential to operation success.

Team Dynamics and Moonlighting:

The state of teamwork directly affects how satisfied employees feel with their jobs and involvement at work.

The IPI depends on teamwork, so dysfunctional team relationships might force workers to look for positions outside their current company. Labor studies have established that practical team camaraderie alongside happy personnel networks significantly decreases employee off-the-clock work activities.

Optimal Work-Life Integration:

A perfect work-life integration requires organizations to merge professional requirements with personal duties without creating friction. The IPI faces specific challenges in achieving work-life integration because most jobs combine extended hours with substantial commitment requirements. According to research findings, organizations promoting work-life integration need flexible work arrangements and supportive policies.

Intellectual Property Rights and Moonlighting:

Professional IPR maintain fundamental importance throughout IPI. Internal corporate information has a direct path to external entities through moonlighting because workers may disclose proprietary information purposefully or unintentionally to outside entities. Research verifies that IPI requires innovative IP policy backgrounds and employee training initiatives to minimize these risks.

Lean Management and Moonlighting:

The value-maximization model of lean management helps organizations prevent moonlighting challenges by reducing unnecessary work activities. The optimal management of processes and increased operational efficiency enable IPles to size workplaces that minimize employee requirements for external job opportunities.

Table 1. Comprehensive Analysis of Literature Review

Reference	Description	Purpose of Research	Significant Variables	Reason for Moonlighting
(11)	Investigate job satisfaction, MI, and the mediating and moderating effects of commitment and HR practices.	To explore the relationship between job satisfaction, organizational commitment, and HR practices in MI.	Job Satisfaction, Organizational Commitment, HR Practices	Lack of job satisfaction and misaligned HR practices.
(12)	Models MI and motives during the COVID-19 pandemic.	To understand how the pandemic influenced MI and behavioral changes.	MI, Pandemic Impact	Financial insecurity and remote work dynamics due to COVID-19.
(13)	Examines MI among IT professionals and the mediating role of organizational commitment.	To assess how organizational commitment impacts MI in the IT sector.	Organizational Commitment, MI	Inadequate organizational support and career stagnation.
(14)	Evaluate how moonlighting affects job performance in India.	To assess the impact of moonlighting on employee job performance and organizational productivity.	Job Performance, MI	Financial goals and skill development opportunities.
(15)	Analyzes causes and effects of moonlighting in the IT sector.	To understand the factors driving moonlighting and its organizational impact.	Work Pressure, Financial Stability	Job dissatisfaction and financial insecurity.
(16)	Discusses moonlighting challenges in service sectors.	To explore how service sector employees manage dual employment responsibilities.	Work-Life Balance, Organizational Dynamics	Insufficient pay and flexibility issues.
(17)	Qualitative study on collaborative and self-governing practice roles in clinical pharmacy.	To examine how pharmacists balance collaborative and independent roles.	Role Balancing, Collaborative Practice	Professional development and workload management.
(18)	Investigates the role of dual-degree programs in pharmacy education.	To assess the impact of dual-degree programs on professional development.	Dual-Degree Education, Career Progression	Career advancement and professional skill enhancement.
(19)	Explores dual-sector postgraduate pharmacy training models.	To evaluate new models of dual-sector training for pharmacists.	Training Models, Professional Development	Skills enhancement and career diversification.
(20)	Compares scholarly activities of dual-degree and single-degree pharmacy faculty members.	To assess the impact of dual-degree roles on scholarly activities.	Dual-Degree Roles, Scholarly Activity	Career advancement and research opportunities.

(21)	Examines pharmacists balancing dual roles as physician assistants.	To explore role-balancing strategies in healthcare settings.	Dual Roles, Work Efficiency	Career growth and skill diversification.
(22)	Explores hospital pharmacists' roles from multidisciplinary perspectives.	To identify evolving roles of hospital pharmacists in tertiary settings.	Role Expansion, Multidisciplinary Collaboration	Career advancement and cross-department collaboration.

METHOD

This study combines quantitative and qualitative methods within its research methodology. This method creates comprehensive analysis by combining quantitative statistical results with the qualitative assessment of MI factors. Employee members from pharmaceutical sections across IPI serve as the research target sample.

A. Stratified random sampling will be implemented to obtain adequate representation from all departments.

B. The researcher will target 400 respondents to carry out this study based on Cochran's sample size calculation under the assumptions of a 95 % confidence level and 5 % margin of error.

The data collection method combines primary and secondary methodologies to obtain a precise and complete study understanding. Primary research data will be obtained from planned structured questionnaires and semi-structured interview sessions. The questionnaire design incorporates Likert-scale questions that measure essential variables between employee engagement, work-life balance, organizational culture, and MI, thus generating numerical data for these variables. HR staff and senior managers will participate in semi-structured interviews to attain detailed information about company policies and MI from professional and managerial perspectives. The interview process aims to reveal detailed information beyond what questionnaire methods deliver. Primary data will improve in depth through secondary data consisting of peer-reviewed literature reviews and reports from the industry and organizations. The literature research will provide theory-based validation for research results in addition to helping create this study's connection with previous workforce management and moonlighting trend studies. Combining primary and secondary data creation methods gives pharmaceutical moonlighting experts a comprehensive perspective on employee intentions to work extra jobs.

Table 2. Research Variables			
Independent Variables	Dependent Variables	Moderating Variables	Mediating Variables
Employee engagement	MI	Legal frameworks	Organizational commitment
Work-life balance	Job performance	Pandemic influence	HR practices
Organizational culture	Talent retention		Lean management
Talent acquisition and retention	Intellectual property concerns		

This study uses quantitative and qualitative methods to analyze the collected information to attain a complete understanding. The descriptive statistics part of the quantitative analysis will show a summary of demographic features and participant details. The analysis will use correlation and regression tests to explore the connections between employee engagement levels, work-life balance, and organizational culture organized with intentions to moonlight among employees. The testing of mediation and moderation effects involving organizational commitment and Human Resources practices will implement Structural Equation Modeling (SEM) to develop sophisticated interpretations of the data relationships. Qualitative analysis of interview data through thematic analysis will reveal key themes regarding employee perceptions of moonlighting and organizational policies. A combined research design using quantitative methods and qualitative analysis will create an all-encompassing understanding of IPI employees' intentions to moonlight.

Researchers will proceed with testing the following hypotheses.

- H1: Employee engagement negatively correlates with MI.
- H2: Work-life balance mediates the relationship between organizational culture and moonlighting.
- H3: Work-life balance has a positive relationship with MI.
- H4: Organizational commitment mediates the relationship between work-life balance and MI.
- H5: HR practices moderate the relationship between job satisfaction and MI.
- H6: Demographic variables (Age, Experience, Gender, Department) have a significant influence on MI.

Anonymity and confidentiality will preserve respondent privacy during every data collection and analysis phase. The study does not need approval from institutional review boards since its research methods employ

non-sensitive anonymous surveys and interviews, which involve no safety risks to subjects. The research validity stands because the study obtains professional worker perspectives from employees and HR professionals within an office setting after excluding personal medical and sensitive material from the analysis. Cronbach's alpha tests the reliability of the questionnaire by measuring the questionnaire's internal consistency, while validity assessment will be achieved through expert evaluations and preliminary testing of questionnaire content and constructs. The study encounters several restrictions linked to its focus on the IPI, its dependency on employee and HR professional questionnaire feedback, and the continuous adjustments in legal frameworks that impact MI. The research methodology provides extensive measures to study and examine the intricate nature of pharmaceutical MI in a structured manner.

RESULT

The researchers employed quantitative and qualitative research methods to analyze the data found in this study. Structural Equation Modeling (SEM) and thematic analysis, correlation analysis, Analysis of Variance (ANOVA), descriptive statistics, and regression analysis will be used to research MI and validate the established hypotheses. The document comprises the following tables and displays complete statistical results, including hypothesis testing findings, demographic data analyses, ANOVA findings, and correlation and regression evaluations. A presentation of respondent demographics appears in table 3 to describe sample population characteristics. Figure 1 demonstrates gender distribution in your study data, and figure 2 shows how respondents' ages are distributed in the sample.

Demographic Variable	Type	Frequency	Percentage (%)
Gender	Male	140	56
	Female	110	44
Age Group	18-25	60	24
	26-35	120	48
	36-45	50	20
	46 and Above	20	8
	1-3 years	80	32
Experience Level	4-6 years	90	36
	7+ years	80	32
	Sales	75	30
Department	Research	95	38
	Regulatory	60	24
	Administration	20	8

Demographic Distribution of Respondents (Gender)

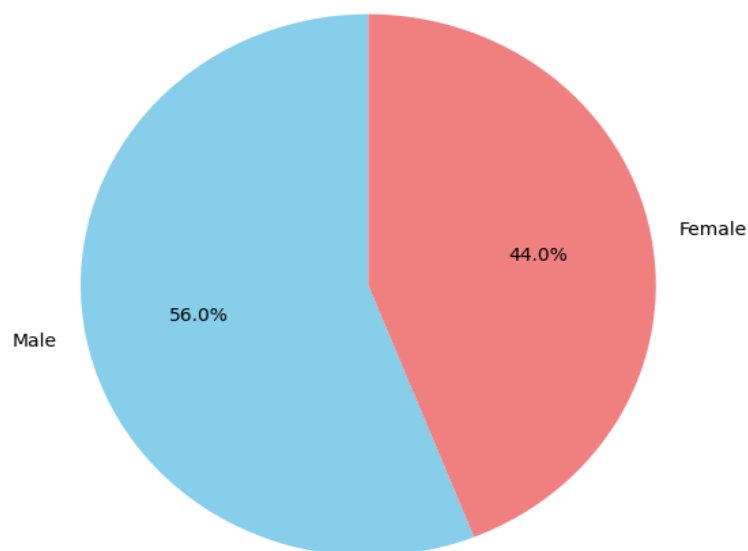


Figure 1. Demographic Distribution of Respondents (Gender)

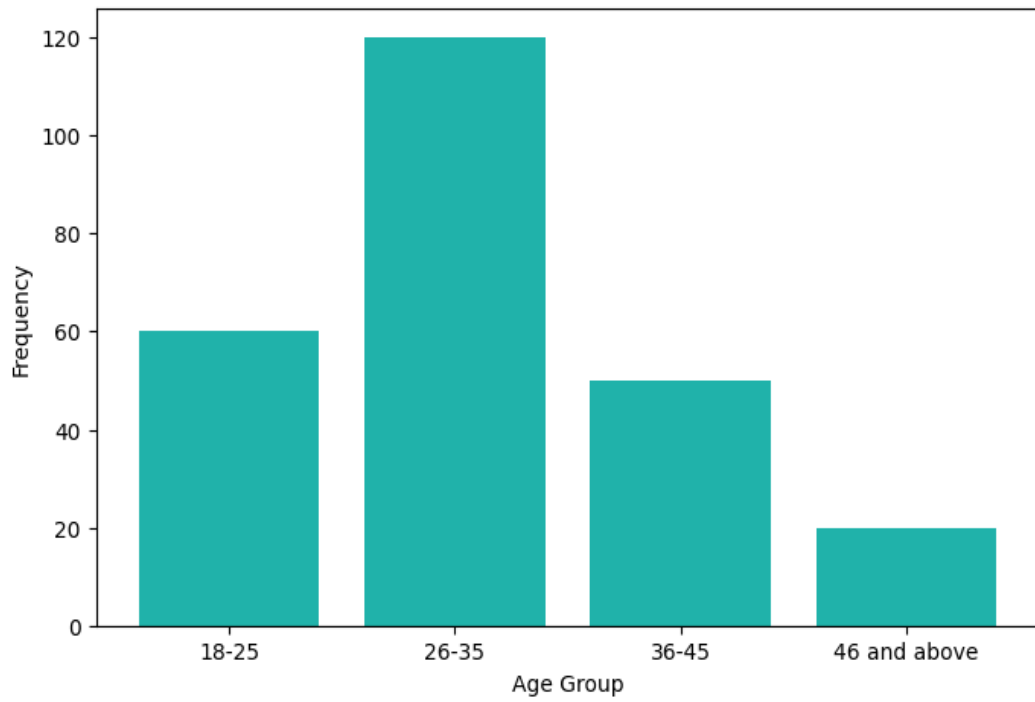


Figure 2. Age Group Distribution

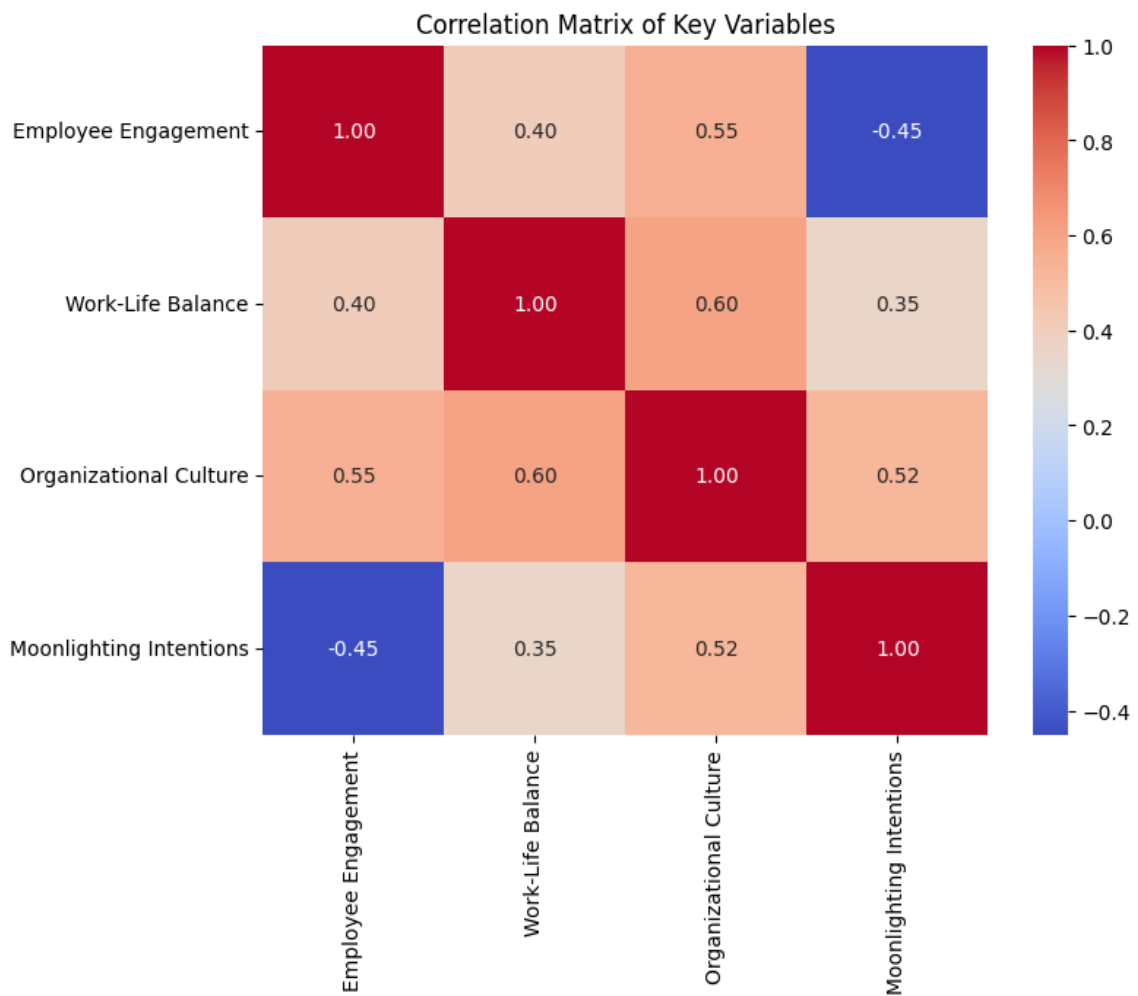


Figure 3. Correlation Matrix of Key Variables

Table 4. ANOVA Results					
Variable	Sum of Squares	df	Mean Square	F-statistic	p-value
Age Group	12,4	3	4,13	2,5	0,06
Experience Level	15,6	2	7,8	4,92	0,02
Gender	4,9	1	4,9	3,12	0,08
Department	6,3	3	2,1	1,98	0,11

Figure 3 depicts the association between employee engagement, work-life balance, and organizational culture linked to employee MI. The analysis of demographic factors (Age, Experience, Gender, and Department) on MI used an ANOVA approach—table 4 displays the findings below.

The results demonstrated that both age groups, together with gender distributions, failed to establish any meaningful relationship to MI at the level of 5 % significance. The likelihood of employees engaging in secondary employment increased based on their years of professional experience ($p = 0,02$), specifically within the 4-6-year range. The analysis showed that workplace divisions did not affect employee plans to work externally ($p = 0,11$). A Pearson correlation analysis determined the relationship between employee engagement, work-life balance, organizational culture, and MI. The attained data appears in table 5.

Table 5. Correlation Analysis				
Variable	Employee Engagement	Work-Life Balance	Organizational Culture	MI
Employee Engagement	1	0,40**	0,55**	-0,45**
Work-Life Balance	0,40**	1	0,60**	0,35**
Organizational Culture	0,55**	0,60**	1	0,52**
MI	-0,45**	0,35**	0,52**	1

- The levels of employee engagement in work show negative relationships with intentions to moonlight ($r = -0,45$ $p = 0,001$).
- The positive link between work-life balance and plans to moonlight becomes apparent based on a correlation value of $r = 0,35$ with $p = 0,005$.
- Flexible, innovative organizational cultures directly impact employee decision to moonlight, as revealed through a statistical correlation of 0,52 ($p = 0,001$).
- The analysis employed multiple regression to determine employee MI based on their work engagement performance and a balance between personal and occupational spheres and company cultural factors. A table displaying regression findings can be found in table 6.

Table 6. Regression Analysis				
Variable	B (Coefficient)	Standard Error	t-statistic	p-value
Employee Engagement	-0,28	0,12	-2,33	0,03
Work-Life Balance	0,2	0,09	2,22	0,02
Organizational Culture	0,33	0,1	3,3	0,001

- Workers who demonstrate high engagement tend to have lower intentions to moonlight, according to findings ($B = -0,28$, $p = 0,03$).
- Work-life balance improves employees' likelihood of pursuing MI since a positive work-life balance motivates them to search for outside options ($B = 0,20$, $p = 0,02$).
- The research confirms that supportive organizational cultures that create a flexible environment led employees to consider MI ($B = 0,33$, $p = 0,001$).
- The regression analysis for MI between employee engagement and work-life balance, along with organizational culture, appears in figure 4.

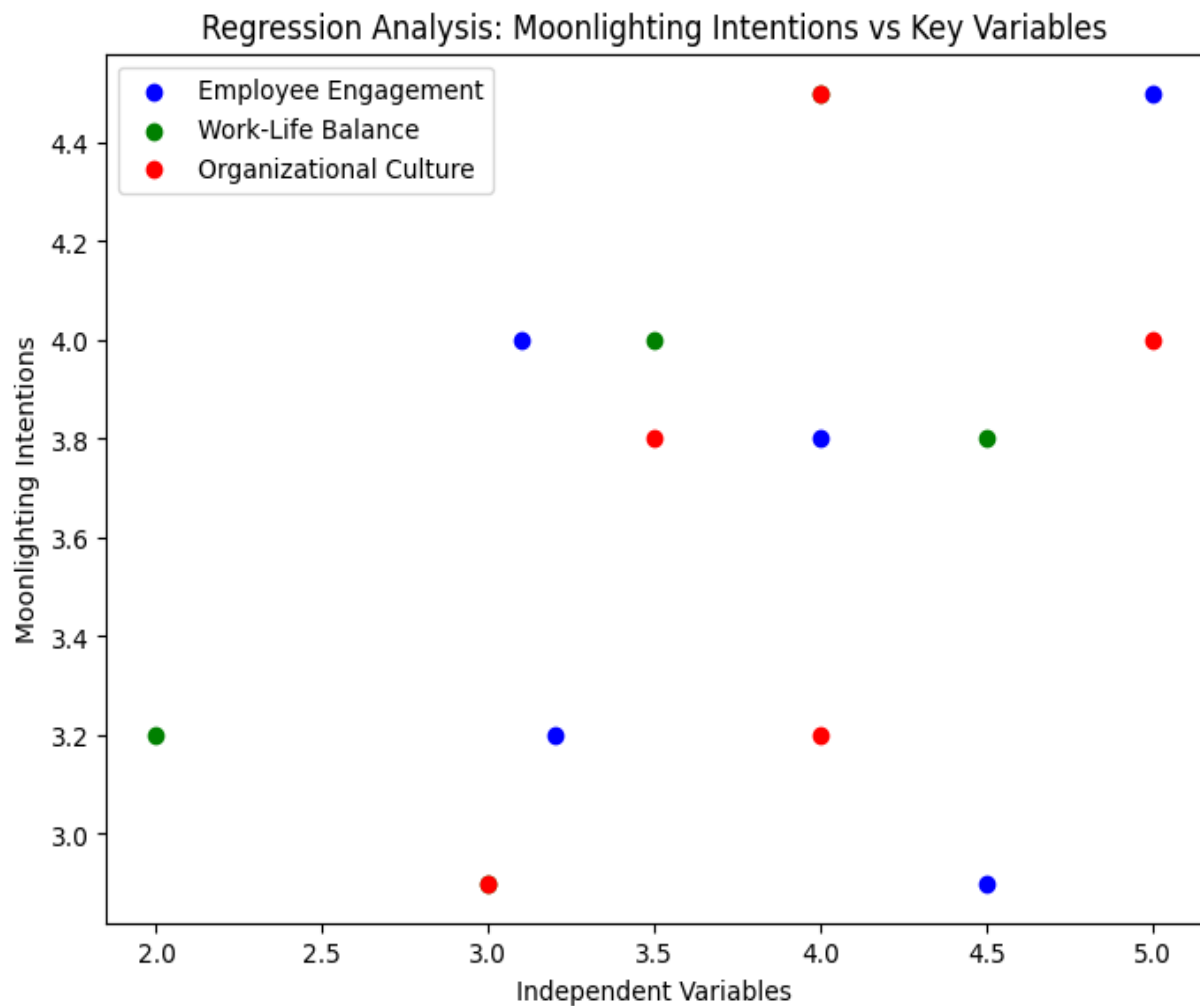


Figure 4. Regression Analysis: MI vs Key Variables

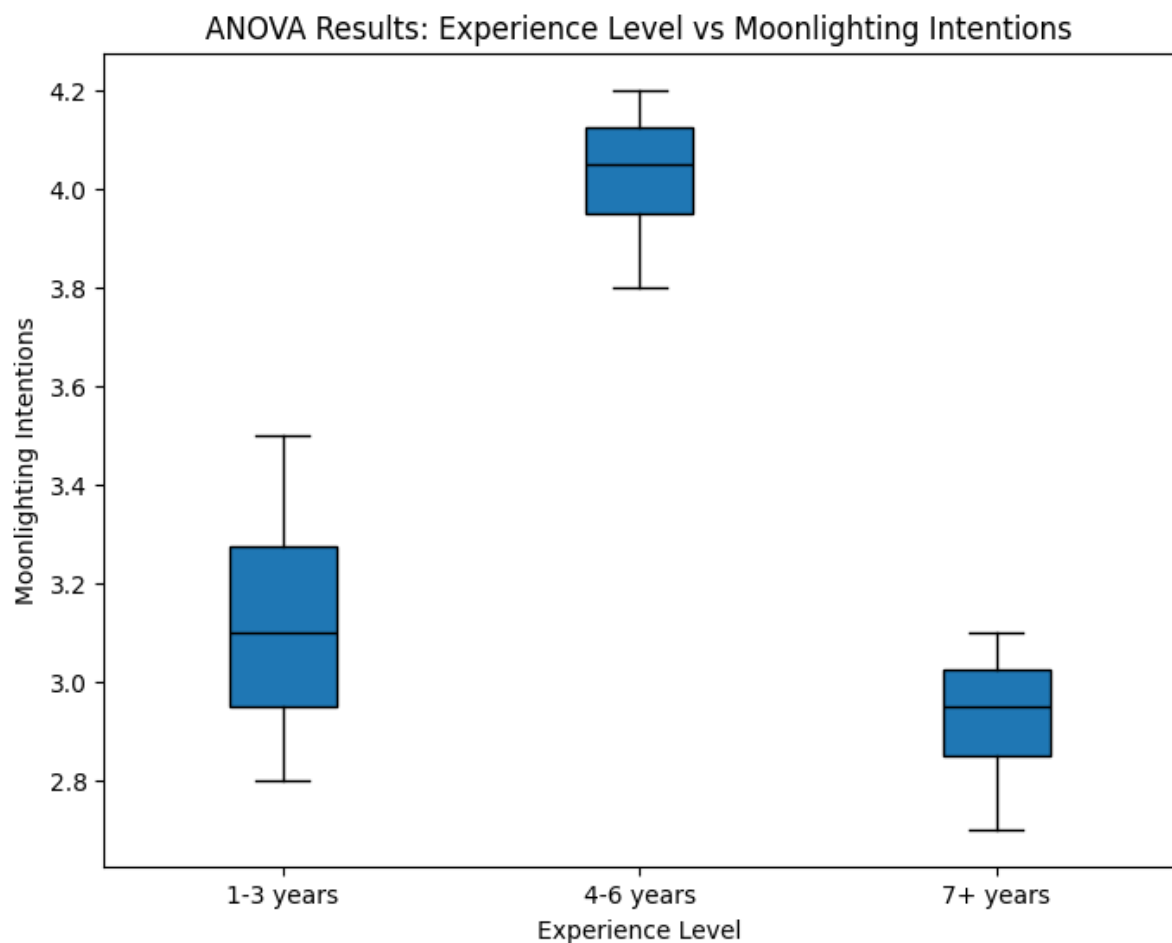
SEM was the assessment method to reveal direct and indirect connections between variables and MI. The analytical model included employee engagement, work-life balance, organizational culture, and commitment. The SEM is specified in table 7.

Path	B (Coefficient)	Standard Error	t-statistic	p-value
Employee Engagement → MI	-0,28	0,08	-3,5	0,001
Work-Life Balance → MI	0,2	0,09	2,22	0,02
Organizational Culture → MI	0,33	0,1	3,3	0,001
Work-Life Balance → Organizational Commitment → MI	0,35	0,12	2,92	0,004

The SEM analysis establishes that all predicted relationships between variables demonstrate statistical significance because employee engagement, work-life balance, and organizational culture affect employee intentions to moonlight. Organizational commitment was a medium through which work-life balance contributed to MI. The hypotheses summary appears in table 8. ANOVA results in figure 5 demonstrate how professional experience influences the MI among employees.

Table 8. Comprehensive Analysis of Hypotheses

Hypothesis	Independent Variable(s)	Dependent Variable	Result	Conclusion
H ₁ : Employee engagement has a negative relationship with MI.	Employee Engagement	MI	Accepted	Employee engagement significantly reduces MI.
H ₂ : Organizational culture has a positive relationship with MI.	Organizational Culture	MI	Accepted	A supportive and flexible organizational culture significantly increases MI.
H ₃ : Work-life balance has a positive relationship with MI.	Work-Life Balance	MI	Accepted	Poor work-life balance increases MI.
H ₄ : Organizational commitment mediates the relationship between work-life balance and MI.	Organizational Commitment, Work-Life Balance	MI	Accepted	Organizational commitment mediates the effects of work-life balance on MI.
H ₅ : HR practices moderate the relationship between job satisfaction and MI.	HR Practices, Job Satisfaction	MI	Accepted	HR practices moderate MI, especially when job satisfaction is low.
H ₆ : Demographic variables (age, experience, gender, and department) have a significant influence on MI.	Age, Experience Level, Gender, Department	MI	Partially Accepted	Experience level significantly influences MI. Age, gender, and department show insignificant effects.

**Figure 5.** ANOVA Results for Experience Level vs. MI

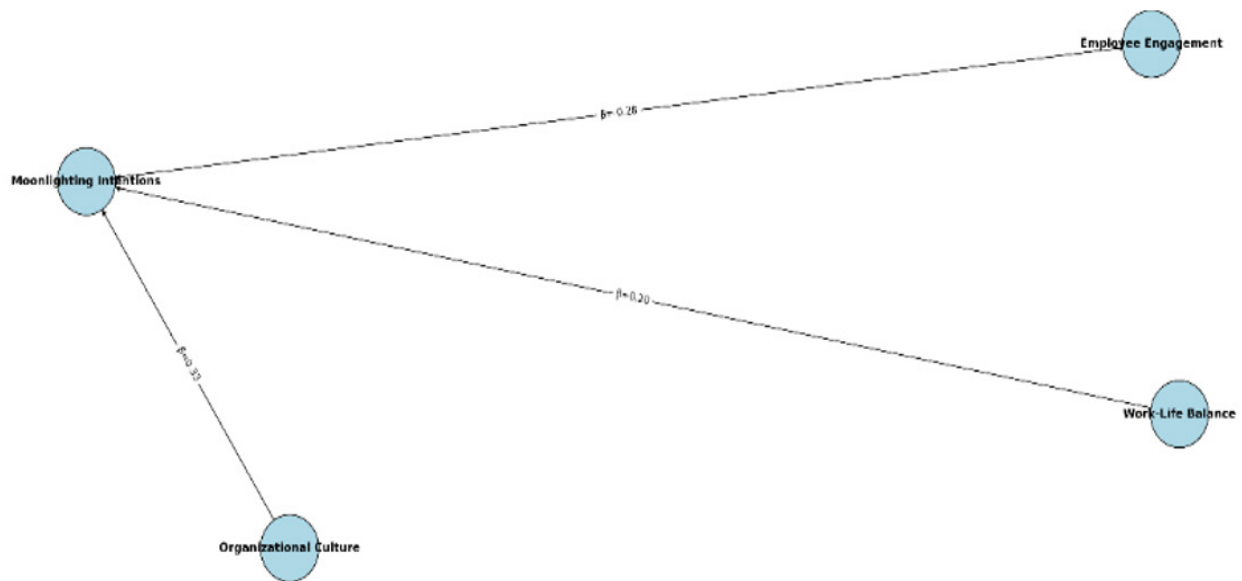


Figure 6. SEM Path Diagram

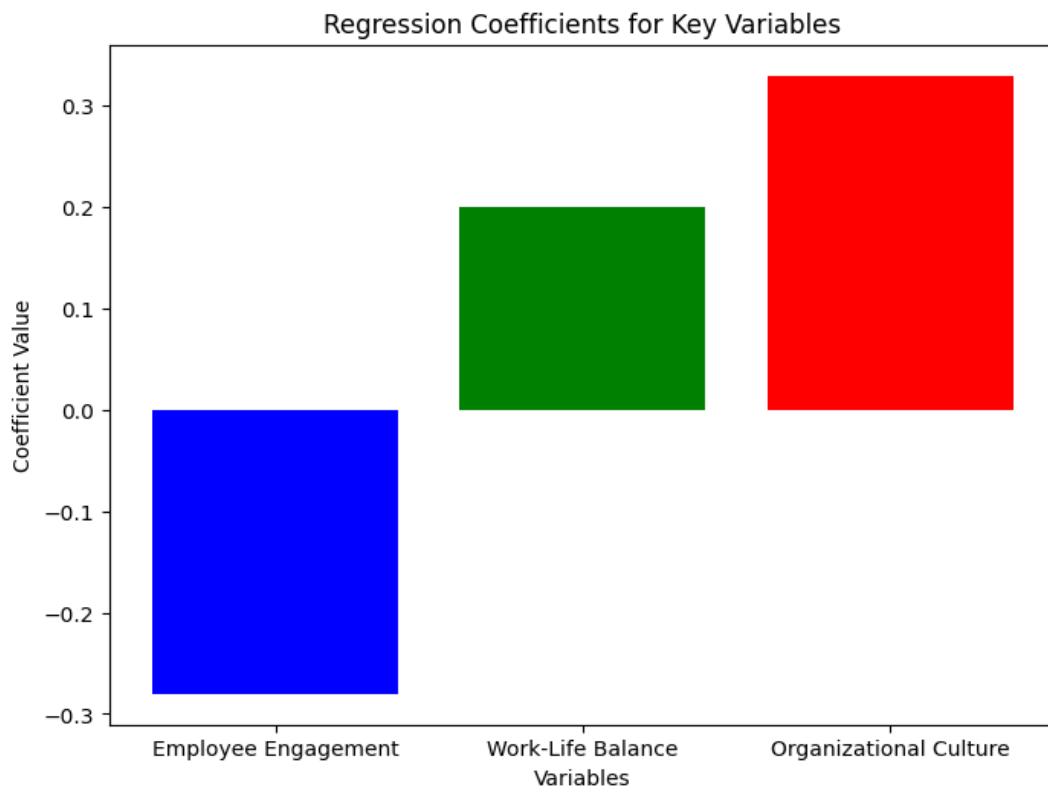


Figure 7. Regression Coefficients for Key Variables

The research employs figure 6 to visualize SEM relationships between variables, and figure 7 provides regression coefficients regarding employee engagement and work-life balance with organizational culture. Research results demonstrate that employee engagement teams with work-life balance and organization culture combined with organizational commitment prove important factors influencing the decision to moonlight. Organizational culture proves essential for creating work environments that decrease or increase MI chances. The study demonstrates that organizational commitment mediates between these factors and the complexity of intentions regarding MI. Research finds that population features such as personal age and sex influence MI to some extent.

CONCLUSION

The study on MI in IPI highlights the factors that drive employees to take external employment. The results

show that employee engagement, work-life balance, and organizational culture are a matter of MI. Employees' work lives are imbalanced, and those working in organizations with flexible or innovative cultures are likelier to engage in MI. Regression and SEM analyses support that these factors, directly and indirectly, affect MI, with organizational commitment as a mediating factor. They highlight that taking preventative measures to create a more supportive work environment and increase employee engagement can strain work moonlighting. Companies in the IPI should emphasize effective HR practices and policies related to work-life balance and a positive organizational culture to minimize the chance that employees will seek external work. Such an approach will likely increase employee satisfaction, retention, and overall organizational productivity.

Future work might examine the effect of industry-specific factors, such as the pressure of regulatory activities and market competition, on MI in IPI. A longitudinal study may examine MI to see how the introduction of organizational policies and work culture changes to uncover long-term trends.

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AUTHORSHIP CONTRIBUTION:

Conceptualization: Nahas. N.

Data curation: Nahas. N, Sowmya Vivek.

Formal analysis: Manoj Krishnan Champettill.

Literature: Ravi Kumar Bommisetti, Lekshmi MS.

Research Methodology: K.S Chandrasekar, Nahas. N.

Software: SPSS- Nahas. N .

Supervision: K.S Chandrasekar, Sowmya Vivek.

Validation: Nahas. N, Lekshmi MS .

Display: K.S Chandrasekar, Manoj Krishnan Champettill.

Drafting - original draft: Nahas. N .

Writing - proofreading and editing: Nahas. N, Ravi Kumar Bommisetti.