



## COMPARATIVE EFFECT OF MOONLIGHTING ON JOB COMMITMENT, RETENTION AND SATISFACTION BETWEEN ACADEMIC STAFF AND MEDICAL DOCTORS IN NIGERIA

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**ABSTRACT:** *This study deals with the effect of moonlighting on job commitment, retention and satisfaction between academic staff and medical doctors of public institutions in Southwest Nigeria. Data were analysed through t-test, and multivariate analysis of variance (MANOVA). Evidence from MANOVA test indicates that moonlighting has a significant effect on the dependent variables of job commitment, retention and satisfaction respectively with comparative effect of 11% for academic staffs, 4% for medical doctors and 7% for the combined effect on academic staff and medical doctors respectively. Conclusions are drawn from the findings that moonlighting has a significant effect on job commitment, retention and satisfaction between academic staff and medical doctors of public institutions in the Southwestern region of Nigeria. The study recommends that Management of public institutions should develop HRM practices that can satisfying their employees with the aim of getting them more committed to their primary duties and assignments assigned to them.*

**KEYWORDS:** Moonlighting, Job commitment, Retention, Satisfaction, Institution.

JEL Classification: I18, I21, I23, M10, C46



## INTRODUCTION

Workers have resorted to holding several jobs as a result of rising living costs, and the necessity to secure jobs and avoid abrupt job disengagement (Saxon, 2015; Pouliakas, 2017). Moonlighting in Nigeria, as it is in other developing countries (Nunooa, Darfora, Koomsonbc & Arthura, 2016; Akande, Akindele & Ologunde, 2013; Agba, Ushie, Agba & Best, 2010), requires more attention in order to protect the public sector's value and meet both professional and user demands for quality (Brownwere, Ferrinho, Lerberghe & Macq, 2001). Others choose to work as consultants, while others open small businesses, drug stores, and private clinics. In Nigeria, academic staff engages in many employments as a result of which impair their performances on their primary work (Akande, Akindele & Ologunde, 2013). (Akande, Akindele & Ologunde, 2013).

In a similar vein, Ogirima (2018) observed in Nigeria an appallingly low doctor-to-patient ratio. This creates an opportunity for physicians to not only exploit Nigeria's teeming populace, but also to deny them access to effective health care. Hassin and Sabron (2016) asserted that government employees who skip work will always have a negative impact on their primary job performance, and that the government must take steps to prevent this problem from becoming unacceptable. Nigeria's tertiary institutions are not left out. Due to a scarcity of academic faculty, sharing of knowledge and veering of positions has been the norm and has practically become a culture (Folorunso, Adewale & Abobunde, 2014). Nigerian University Commission (2007), as reported by Abiodun-Oyebanji (2012), provides the Benchmark for minimum academic standards for professors to students' ratio, on which Nigerian University Commission's certification and dis-accreditation has been based from year to year. Due to the fact that Nigerian universities continue to fall short of the Nigerian University Commission's standards, lecturers have taken advantage of the loophole by taking second jobs at other universities to offset the effects of late salary payments, high living costs, a high dependency ratio, and low pay in Nigerian universities.

When employees moonlight, they encounter issues such as poor performance, absenteeism, weariness, and career conflict on their primary job (Hassin & Sabron, 2016). Not only that, employees' capacity to stay on a job for a fair period of time is questioned, especially when they split their time between several organisations. Staff may be more likely to call in ill as a result of moonlighting, and lateness may become an issue, affecting production invariably (Hassin & Sabron, 2016). To this purpose, Akande, Akindele, and Ologunde (2013) hypothesised that employees who have multiple side occupations have a negative impact on their primary job performance, as was discovered among employees at a university in Southwest Nigeria. Moonlighting is common all across the world, but it has not been widely recorded because surveys frequently have a poor response rate (Betts, 2011; Husian, 2014). It's a phenomenon that has not obtained much attention (Amuedo-Duantes & Kimmel, 2009).

Based on empirical evidence, researchers such as Akande, Akindele, and Ologunde (2013); Adebo (2013); Adebisi (2015); Ayivi-Guedehoussou (2016); Eneware, (2017); and Oke, Ogunde, and Mainowa (2018) have looked into the impact of moonlighting among public and private universities, as well as gender analysis of multiple job holding among farmers families in Southwest Nigeria. However, to the best of the researcher's knowledge, there is a paucity of literature on the subject in Nigeria, particularly when it comes to the consequences of moonlighting on employee job dedication, retention, and satisfaction. While studies have concentrated on universities and farmers (Abiodun-Oyebanji, 2012; Adebo, 2013), there is a



paucity of research on the health sector. The study's dependent variables of job commitment, retention, and satisfaction, as well as how moonlighting has affected them in connection to academic staff and medical practitioners in Southwest Nigeria, were examined. The study's goal is to look at the cumulative impacts of moonlighting on job commitment, retention, and satisfaction among Nigerian public servants. By designing favorable employment regulations for workers and creating an enabling atmosphere with less rigorous rules that can make work joyful for an employee, the study would help the government, stakeholders, management, and employers. This in turn would cause employee retention and commitment because the main purpose of retention is to prevent the loss of competent employees from leaving an organisation as this could have an adverse effect on productivity and profitability.

## LITERATURE REVIEW

Moonlighting, according to the World Health Report (2004), is when people work multiple jobs at the same time. Betts (2005) also describes moonlighting as working two or more jobs, generally part-time, in addition to one full-time employment. Moonlighting, according to Danzer (2008), is labour done outside of one's principal job, such as regulation work that takes 12 or more hours per week. Moonlighting has lately been broadened to cover activities such as self-employment, investing, hobbies, and other interests for which additional compensation is obtained. Danzer (2008) reiterates further that the idea that moonlighting is a permanent outside commitment is no longer simply a second job for underpaid blue-collar workers, but also a tactic for certain professionals to further their careers. According to Kimmel (2009), employees moonlight to supplement their family's income due to poor wages or payroll delays. Moonlighting has an impact on service quality. Theuri (2012) opines that the quality of university education is inextricably linked to the academic staff's qualifications, motivation, and dedication to the institution. He also contends that, in order to increase workers' morale, contractual conditions of service should be made more appealing, and non-salary perks should be improved. Hence, until employers provide and maintain a working relationship with employees, where there is an increased pay, conducive working condition environments, job flexibility and working hours, moonlighting is likely to be on the increase which would primarily affect employee commitment, retention and satisfaction on the primary job.

The study builds on Adams' (1965) equity theory, as stated in Spector (2008), and Herzberg's two-factor theory. Employees seek to maintain equity between the input they bring to a job (e.g., education, time, experience, commitment, effort) and the outcome they receive from it (e.g., promotion, recognition, increased pay) in comparison to the perceived inputs and outcomes of other employees, according to the equity theory. Individuals who believe they are underpaid or overpaid would suffer distress, and this would lead to measures to restore equity within the organisation.

Herzberg's two-factor theory, as mentioned in Herzberg, Mausner and Snyderman (1999), addresses the organisational-based motivating variables that influence employee work satisfaction. Employee retention and turnover have long been linked to job satisfaction and discontent. The idea tries to explain satisfaction and motivation in organisations by claiming that satisfaction and dissatisfaction are caused by distinct variables (motivation and hygiene elements). Motivators are features of a work that motivate employees to perform and influence their decision to stay or leave a company. These factors include achievement, recognition, the



work itself, responsibility, advancement, and growth, and are considered intrinsic to the content of the job. Dissatisfying encounters, or hygiene factors, on the other hand, are usually caused by extrinsic, non-job-related variables such as business regulations, remuneration, coworker interactions, and supervising styles. According to Herzberg, removing the reasons of unhappiness (via hygiene considerations) would not lead to a state of satisfaction, but rather to a state of neutrality. Only the utilization of intrinsic motivating elements would result in satisfaction (and motivation).

Scholars from all around the world have looked at the impact of moonlighting on work commitment, retention, and satisfaction at some point. This research just mentions a few of their results. To address gender analysis of multiple job holding among agricultural households in Southwestern Nigeria, Adebo (2013) used a multistage sample approach and correlation analysis. Earning more money, diversifying farm revenue, ensuring economic stability, satisfying children's needs, improving living standards, and risk management are all important reasons why individuals work outside the farm, according to the survey. The study also discovered that age, income, farm size, and multiple job holding have an indirect significant link, but educational statuses, farm size, number of dependent relatives, and multiple job holding have a direct relationship. As a result, the study suggests that there is no substantial link between gender and keeping numerous jobs.

To explore moonlighting among university teachers and their performance in Southwest Nigeria, Akande, Akindele, and Ologunde (2013) used percentages, correlation analysis, t-test, and two-way analysis of variance (ANOVA) as analytical tools. According to the findings of the study, there is a significant difference in the capacities of university instructors who moonlight and those who do not. The findings indicated that the number of university professors and the amount of lecture hours they teach are related. It also indicated that there is a significant disparity in performance when it comes to the quantity of paper publications and project management. Using the Pearson correlation coefficient, Irefin and Mohammed (2014) investigated the effect of employee commitment on organisational performance in Coca-Cola Nigeria Limited. The study found that: the level of employee commitment among Coca-Cola Company Plc employees is very high; there is a fairly high relationship between employee commitment and organisational performance; and there is also a very high relationship between employee commitment and employee turnover, among other findings.

Ara and Akbar (2016) investigated the impact of moonlighting behaviors on job satisfaction among university lecturers in the Punjab and Capital region. According to the results of regression analysis, moonlighting has a significant impact on job satisfaction. In health clinics in Benin-City, Edo State, Ayivi-Guedehoussou (2016) explored the drivers of job satisfaction among nurses, midwives, and auxiliary nurses. The degree of satisfaction among midwives, nurses, and auxiliary nurses was assessed using the Minnesota satisfaction questionnaire. According to the findings, health care professionals are somewhat satisfied on average. The study also looked at the factors that influence work satisfaction at the person and facility levels, employing a multilevel approach to take use of the data's layered structure. According to the data, tenure, gender, training opportunities, working environment, and management style all play a role in determining job satisfaction. Finally, the study conducted semi-structured interviews with a sample of health professionals to better understand how different types of health workers connect to their work surroundings. The qualitative analysis of these interviews revealed that the health care employees consider their work settings to be a significant contribution to their job satisfaction.



Shaikh and Zahid (2017) investigated retention tactics in the hotel industry in Karachi, Pakistan, with the goal of increasing organisational loyalty and lowering staff turnover. The study discovered that high employee turnover is caused by part-time employment, a high number of temporary employees, or dropping out of college and universities, using descriptive statistics and the Pearson product moment correlation technique. Furthermore, there is a link between staff turnover and company commitment. A higher level of job satisfaction leads to a higher level of employee commitment. The effect of work environment on job satisfaction: evidence from Ghana's banking sector was investigated by Agbozo, Owusu, Hoedoafia, and Atakorah (2017). According to regression analysis, the majority of the bank's employees were content with their working environment, particularly the physical surroundings. According to the findings, the workplace environment has a considerable impact on employee satisfaction.

The inadequate ratio of services between Nigerian medical physicians and their patients was addressed by Ogirima (2018). In an interview with reporters, the president of the group voiced concern that Nigerian medical doctors had a ratio of one (1) doctor per six thousand (6,000) persons in a specific locality. When the World Health Organization (WHO) proposed a ratio of one (1) medical doctor to every 600 persons in a community, this was woefully inadequate. According to the association's president, there are approximately 45 thousand medical doctors in Nigeria, which has a population of 170 million people. Many medical doctors had lost their employment, according to the article, and many more had fled to neighboring nations in need of help. Medical schools graduate three thousand physicians each year, yet there is not enough space to accommodate them all. Finally, the reporter pleaded with the government to intercede. Sabron and Hassim (2018) investigated the perceptions of moonlighting among public hospital personnel in the Klang Valley. For the moderator effect, the study used analytical approaches such as factor analysis, correlations regression analysis, and the Hayes model procedure. According to the findings, the environment and personal factors showed favorable links and relevance for employees' moonlighting participation. Employees' willingness to moonlight is influenced by both environmental and personal variables, according to the findings. The behavior aspect, on the other hand, has no bearing on employees' willingness to moonlight.

By and large, discovery of moonlighting on job commitment, retention and satisfaction is still evolving especially in developing countries. Literature reports that the study's variables have been independently studied but has not received joint effort, which is the optimum goal of this study. More importantly, moonlighting in relation to health workers and lecturers is as old as man, still, previous researchers have not painstakingly discussed the side effect on patients and students which has resulted into loss of lives and half-baked graduates. This study is justified on these needs provide a way out to the government, organisations and individuals on the suggested ways to complement each other and make work friendly.

## METHOD

The study employs descriptive research design in order to avoid alteration or manipulation of facts. The study area consisted of all public (Federal and State) institutions and Federal medical centre as well as state hospitals in Southwest Nigeria. The population of staff as at the time of filing this report stood at 24,161 (Registry and Statistical Report of Universities and Hospitals, 2019). This indicates that the total population for academic staff of the respective universities is 21,505 while total population for medical doctors in the respective hospitals is 2,656 which





make an overall total of 24,161. Multi-stage sampling technique was used in this study. The first stage involves the judgmental selection of Southwest states which consist of Lagos, Ogun, Oyo, Osun, Ondo and Ekiti. The second stage was the convenient sampling selection of six federal universities and six state universities from Southwest states. The third stage involves the selection of the hospitals in each state. The fourth stage involves the stratified sampling technique of disproportional type, thereby classifying the employees into academic staff and medical doctors' staff. To estimate the sample size, Taro-Yamane (1967) statistical formula cited in Isreal (2009) was considered and consequently applied to determine the appropriate sample size from the population of the study as follows:

$$n = \frac{N}{1+N(e)^2} \text{-----} 3.1$$

where  $n$  = anticipated total sample size;  $N$  = population size;  $e$  = acceptable error term  $0.05$  = level of statistical significance. Therefore, the total sample size is computed as:

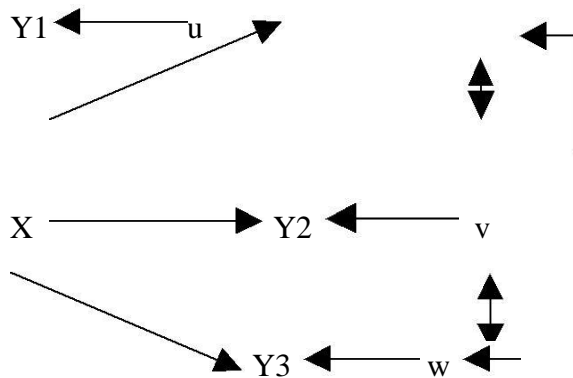
$$\text{Academic staff} = n = \frac{21505}{1+21505(0.05)^2} \quad \text{medical Doctors} = n = \frac{2656}{1+2656(0.05)^2}$$

$$\text{Academic staff} = n = 393$$

$$\text{Medical doctors} = n = 348$$

Employing Taro-Yamane formula implies that 393 and 348 would be the sample size for academic staff and medical doctors respectively as used in the study.

Measurement such as content validity and face validity were used to ensure internal validity. Data collected from the participants during the pilot study was evaluated to ensure that the instrument measures the variables it was intended to measure. The questionnaires that were used to measure the variables in this study included Spector (1997) scale, and Ara and Akbar (2016) moonlighting scale. The test-retest method was adopted and the Cronbach alpha reliability coefficient of 0.76 was realised. Data was explicitly sourced from primary source through structured questionnaire as research instrument. The study adapted the models of Ara and Akbar (2016) and Saeed, Nayyab, Lodhi, Baqir, Rehman and Mussawar (2013) on moonlighting practices and job satisfaction in Punjab and impact of retention factors on organisational commitment in Pakistan. To test the combined effect, multivariate analysis of covariance (MANOVA) was used where the job commitment, retention and satisfaction represent the dependent variables and moonlighting represents the independent variable. This is graphically stated as:



In this model, there are multiple (3) dependent variables and (1) independent variable. The independent variable X (moonlighting) affects each of the dependent variables Y (job commitment, retention and satisfaction).

**RESULTS AND DISCUSSION**

**Combined Data: Analysis of Moonlighting and Job Commitment, Retention and Satisfaction for Lecturers and Doctors**

**Table 4.1: Analysis of Variance for Lecturers, Doctor Moonlighting and Job Characters**

| Summary             | Count    | Sum  | Average  | Variance |          |          |
|---------------------|----------|------|----------|----------|----------|----------|
| Lecturer            | 4        | 1331 | 3328.5   | 2071756  |          |          |
| Doctor              | 4        | 1252 | 3130.75  | 1829779  |          |          |
| Moonlighting        | 2        | 6395 | 3197.5   | 82824.5  |          |          |
| Job Commitment      | 2        | 4436 | 2218     | 40898    |          |          |
| Job Retention       | 2        | 4592 | 2296     | 13122    |          |          |
| Job Satisfaction    | 2        | 1041 | 5207     | 33800    |          |          |
| ANOVA               |          |      |          |          |          |          |
| Source of Variation | SS       | Df   | MS       | F        | P-value  | F crit   |
| Lecturer & Doctor   | 78210.13 | 1    | 78210.13 | 2.538345 | 0.209362 | 10.12796 |
| Moonlighting & Job  | 11612169 | 3    | 3870723  | 125.6261 | 0.001189 | 9.276628 |
| Error               | 92434.38 | 3    | 30811.46 |          |          |          |
| Total               | 11782814 | 7    |          |          |          |          |

**Source:** *Researchers' Computation*

**Table 4.2: Multivariate Analysis of Variance (MANOVA) of the Variables**

| Sum of Square and Cross Product (SSCP) Matrices |          |     |              |          |          |             |
|---|----------|-----|--------------|----------|----------|-------------|
| Tot   |          |     |              |          |          |             |
| 1073.041  | 365.6317 |     |              | 254.9587 |          |             |
| 365.6317  | 1301.594 |     |              | 84.36825 |          |             |
| 254.9587  | 84.36825 |     |              | 1141.041 |          |             |
| Row (A)   |          |     |              |          |          |             |
| 107.3016  | -4.12698 |     |              | 28.88889 |          |             |
| -4.12698  | 0.15873  |     |              | -1.11111 |          |             |
| 28.88889  | -1.11111 |     |              | 7.777778 |          |             |
| Column (B)                                      |          |     |              |          |          |             |
| 31.35082  | 15.91193 |     |              | 12.34942 |          |             |
| 15.91193  | 21.27451 |     |              | -3.68353 |          |             |
| 12.34942  | -3.68353 |     |              | 87.87946 |          |             |
| Interaction (AB)                                |          |     |              |          |          |             |
| 88.88072  | 85.88588 |     |              | 30.44411 |          |             |
| 85.88588  | 183.0278 |     |              | 24.03822 |          |             |
| 30.44411  | 24.03822 |     |              | 18.86586 |          |             |
| Res   |          |     |              |          |          |             |
| 845.5081  | 267.9609 |     |              | 183.2763 |          |             |
| 267.9609  | 1097.133 |     |              | 65.12467 |          |             |
| 183.2763  | 65.12467 |     |              | 1026.518 |          |             |
| Two-Way MANOVA                                  |          |     |              |          |          |             |
| fact A  | stat     | df1 | df2          | F        | p-value  | part eta-sq |
| Pillai Trace                                    | 0.113201 | 3   | 618          | 26.29619 | 4.44E-16 | 0.113201    |
| Wilk's Lambda                                   | 0.886799 | 3   | 618          | 26.29619 | 4.44E-16 | 0.113201    |
| Hotelling Trace                                 | 0.127651 | 3   | 618          | 26.29619 | 4.44E-16 | 0.113201    |
| Roy's Lg Root                                   | 0.127651 |     |              |          |          |             |
|   |          |     |              |          |          |             |
| fact B  | Stat     | df1 | df2          | F        | p-value  | part eta-sq |
| Pillai Trace                                    | 0.118678 | 12  | 1860         | 6.38423  | 3.26E-11 | 0.039559    |
| Wilk's Lambda                                   | 0.954766 | 12  | 1635.36<br>6 | 6.456628 | 2.45E-11 | 0.045234    |
| Hotelling Trace                                 | 0.126457 | 12  | 1850         | 6.498504 | 1.84E-11 | 0.040447    |
| Roy's Lg Root                                   | 0.085547 |     |              |          |          |             |
|   |          |     |              |          |          |             |
| fact AB   | Stat     | df1 | df2          | F        | p-value  | part eta-sq |
| Pillai Trace                                    | 0.206091 | 12  | 1860         | 11.43346 | 0        | 0.068697    |
| Wilk's Lambda                                   | 0.92022  | 12  | 1635.36<br>6 | 11.81506 | 0        | 0.07978     |
| Hotelling Trace                                 | 0.235358 | 12  | 1850         | 12.09476 | 0        | 0.072745    |
| Roy's Lg Root                                   | 0.177674 |     |              |          |          |             |

**Source:** Researchers' Computation



**Table 4.3: One Way Multivariate Analysis (MANOVA) for the Combined Variables**

| SSCP Matrices   |          |          |     |     |          |             |
|-----------------|----------|----------|-----|-----|----------|-------------|
| T               |          |          |     |     |          |             |
| 1006.332        | 32.25079 | -72.9302 |     |     |          | 219.7492    |
| 32.25079        | 1073.041 | 365.6317 |     |     |          | 254.9587    |
| -72.9302        | 365.6317 | 1301.594 |     |     |          | 84.36825    |
| 219.7492        | 254.9587 | 84.36825 |     |     |          | 1141.041    |
| H               |          |          |     |     |          |             |
| 0.268254        | -5.36508 | 0.206349 |     |     |          | -1.44444    |
| -5.36508        | 107.3016 | -4.12698 |     |     |          | 28.88889    |
| 0.206349        | -4.12698 | 0.15873  |     |     |          | -1.11111    |
| -1.44444        | 28.88889 | -1.11111 |     |     |          | 7.777778    |
| E               |          |          |     |     |          |             |
| 1006.063        | 37.61587 | -73.1365 |     |     |          | 221.1937    |
| 37.61587        | 965.7397 | 369.7587 |     |     |          | 226.0698    |
| -73.1365        | 369.7587 | 1301.435 |     |     |          | 85.47937    |
| 221.1937        | 226.0698 | 85.47937 |     |     |          | 1133.263    |
| One-way MANOVA  |          |          |     |     |          |             |
|                 | Stat     | F        | df1 | df2 | p-value  | part eta-sq |
| Pillai Trace    | 0.114635 | 20.2309  | 4   | 625 | 1.11E-15 | 0.114635    |
| Wilk's Lambda   | 0.885365 | 20.2309  | 4   | 625 | 1.11E-15 | 0.114635    |
| Hotelling Trace | 0.129478 | 20.2309  | 4   | 625 | 1.11E-15 | 0.114635    |
| Roy's Lg Root   | 0.129478 |          |     |     |          |             |
| Hotelling's T2  | 81.31204 |          |     |     |          |             |

**Source:** Researchers' Computation

## DISCUSSION

Table 4.1 presented the result of moonlighting effect on the job commitment, retention and satisfaction of academic staff and medical doctors across the various institutions under consideration in this study. The result revealed that the mean and the variance of academic staff and medical doctors as a result of moonlight effect on job commitment, retention and satisfaction were 3328.5 and 2071756, and 3130.75 and 1829779 respectively. The result further revealed that the mean and the variance of moonlighting and job characters were 3197.5 and 82824.5, 2218 and 40898, 2296 and 13122, and 5207 and 33800 respectively. The F-stat value of  $2.538 < 10.127$ , the F-critical value and the probability value of  $0.209 > 0.05$  revealed the statistically insignificant difference between the academics and medical doctors, while the F-stat value of  $125.62 > 9.276$ . The F-critical value and the probability value of  $0.001 < 0.05$  revealed a statistical significant difference between moonlighting and job characters.

Table 4.2 presented the MANOVA result that showed the effect of moonlighting on job commitment, retention and satisfaction for academic staff (Factor A), medical doctor (Factor B) and for both academic staff and medical doctor factor (AB) respectively. It was revealed that the variance of the variables represented in the SSCP matrices can be generated from the determinant and it was discovered that SSCP for each and both the academic and medical



doctors under study had a lower value which indicated that the dependent variables such as job commitment, job retention and job satisfaction were correlated while the SSCP matrices for total and residual with a higher value indicated that the dependent variables were uncorrelated. The results for group indicated that there was a significant difference between the groups, although the value of Pillai Trace, Wilks Lambda and Hotelling Trace statistic indicated that 79.4, 8.0 and 76.5 percent of the variance of the dependent variables were accounted for by the differences between groups. The test for the significance of the MANOVA was carried out using F-Statistics for Pillai Trace and Wilk's Lambda with their respective probability values. Thus, the F-statistic for Pillai Trace of 26.296 and Wilk's Lambda of 26.296 with their probability value of  $0.000 < 0.05$  revealed the statistical significance of moonlighting effect on job commitment, retention and satisfaction for the academics staff for various institutions under consideration and the multivariate partial eta square of 0.11 indicated that approximately 11 percent of the multivariate variance of the job commitment, retention and satisfaction was associated with the academic staff (group factor) on one hand. On the other hand, the F-statistic for Pillai Trace of 6.384 and Wilk's Lambda of 6.457 with their probability value of  $0.000 < 0.05$  showed that moonlighting contributed significantly to the job commitment, retention and satisfaction of the medical doctor across the various institutions and the multivariate partial eta square of 0.04 indicated that approximately 4 percent of the multivariate variance of the job commitment, retention and satisfaction was associated with the medical doctors (group factor) under study. Also, the F-statistic for Pillai Trace of 11.433 and Wilk's Lambda of 11.815 with their probability value of  $0.000 < 0.05$  showed that moonlighting significantly affected the job commitment, retention and satisfaction of both academics staff and the medical doctors across the various group of the institutions under study, and the multivariate partial eta square of 0.07 indicated that approximately 7 percent of the multivariate variance of the job commitment, retention and satisfaction was associated with the lecturing and the medical doctors.

Table 4.3 presented the MANOVA result that showed the effect of moonlighting on the job commitment, retention and satisfaction for academic staff and medical doctors respectively. The study revealed that the variance of the variables represented in the SSCP matrices generated from the determinant showed that SSCP for profession under study had a lower value and as such indicated that the dependent variables which include job commitment, retention and satisfaction were correlated while the SSCP matrices for the total and residual with a higher value indicated that the dependent variables were uncorrelated. The results for group indicated that there was a significant difference between the groups, although the value of pillai trace, Wilks Lambda and hotelling trace statistic indicated that 88.5, 11.5 and 87.1 percent of the variance of the dependent variables were accounted for by the differences between groups. The test for the significant of the MANOVA result was carried out using F-Statistic for Pillai Trace, Wilk's Lambda and Hotelling Trace with their respective probability value. Thus, the F-statistic for Pillai Trace value of 20.23, Wilk's Lambda value of 20.23 and Hotelling Trace value of 20.23 with their probability value of  $0.000 < 0.05$  respectively revealed the statistical significance of moonlighting effect on job commitment, retention and satisfaction for the academics staff for various institutions under consideration and the multivariate partial eta square of 0.11 indicated that approximately 11 percent of the multivariate variance of the job commitment, retention and satisfaction was associated with the lecturing and the medical doctors (group factor).



## SUMMARY AND IMPLICATION OF FINDINGS

The study looked at the effect of moonlighting on job commitment, retention, and satisfaction between academics and medical practitioners working in public institutions in Southwest Nigeria. To determine the differences between moonlighting and work characteristics (commitment, retention, and satisfaction) of academic staff and medical professionals at public institutions, the researchers used t-test, analysis of variance, and multivariate analysis of variance estimation techniques. The findings demonstrated that moonlighting had a considerable impact on academic and medical professionals' employment dedication, retention, and happiness in public institutions in Southwest Nigeria. As a result of the findings, the following policy implications emerged.

Low salaries, rates of pay, personal objectives, high cost of living, lack of incentives, high demand for teachers and doctors, open business opportunities, work load and management tool, additional income, skill diversity, job autonomy, blocked promotion, compensation, skill recognition, and job flexibility are just a few of the reasons why people moonlight. The management at public universities and hospitals are urged to prioritize their employees' interests and well-being, since this will motivate them to be more devoted to their employment. Moonlighting will have a detrimental impact on employee performance in the long term, which will have an impact on students and patients due to a lack of dedication from lecturers and medical practitioners respectively. As a result, managers of public universities and hospitals are encouraged to create an enabling working environment by establishing a Human Resources department that can provide additional income, staff training and retraining, and workload management to ensure that employees are fully dedicated and committed.

Another finding of the research is that job uncertainty leads to moonlighting by employees (academic staff and medical practitioners). In this case, the management of public universities and hospitals should create and foster an environment that encourages employees to stay employed by having policies and practices in place that address their diverse needs, i.e., public universities and hospitals should first embrace and attend to the needs of their employees by ensuring that they are committed, attached, and embedded in the institution, after which a stricter management system involving strict attendance should be implemented. Some professors and medical practitioners would be obliged to labor for the entire day as a result of this (Kyi, 2011).

Promotion is also a crucial element that contributes to employees' lower levels of job satisfaction. It represents the fact that if these procedures were not defined down in detail and national or international standards were not established, the institution's working environment would be ineffective. Promotion might be more ceremonial than providing a genuine cash reward to an employee. Employee satisfaction suffers as a result of such policies. Promotion policies had to be created in accordance with inflation patterns in the products and services industry, and they had to be reassessed on a regular basis to meet employee demand and improve institutional outcomes (Ara & Akbar, 2016).

Academic staff moonlight more frequently than medical doctors, which has had a negative impact on student academic performance because many moonlighters skipped some of the contents in the syllabi due to a lack of time, some of them were overloaded with activities, and thus preferred to use lecture methods followed by assignments to students, many of which were not marked and no timely feedback was provided to students. As a result, public institution



administration should address this issue as soon as possible, as failure to do so might jeopardize students' academic development and performance. On the other hand, part-time medical physicians do not have enough time to research their patients and give appropriate antibiotics to their sick patients. The consequences will further worsen the situation for the sufferers, maybe leading to death. As a result, the administration of public universities and hospitals should do the right thing by embracing the demands of medical physicians and obstructing all avenues leading to moonlighting.

## CONCLUSION

The study indicated that moonlighting had a substantial impact on employment commitment, retention, and satisfaction, with a higher rate of moonlighters among academic staff than medical professionals in Nigeria. Moonlighting may be a hedging technique against job uncertainty and wage insecurity in the primary employment, based on this evidence. This might be linked to the flexibility of the work schedule, the perceived degree of job satisfaction from the secondary job, and entrepreneurial potential, all of which were major factors in people's decision to work a second job. To ensure that things are done effectively and efficiently in our public universities and hospitals, the concept of efficient lecturers and medical doctors should be encouraged by creating good working conditions and frequently training and retraining personnel toward better and more reliable hands, skill, concept, and knowledge. Essentially, the wages of academic staff and medical professionals should be given enough attention, as well as the atmosphere in which the activities are carried out, in order to eliminate the notions and idea of moonlighting in public universities and hospitals.

Moonlighting will have a detrimental impact on employee performance in the long term, which will have an impact on students and patients due to a lack of dedication from lecturers and medical practitioners respectively. As a result, managers of public universities and hospitals are encouraged to create an enabling working environment by establishing a Human Resources department that can provide additional income, staff training and retraining, and workload management to ensure that employees are fully dedicated and committed.

To summarize, salary increases for academic staff and medical doctors to enable them to meet their basic needs, motivation and incentives to improve teaching and learning environments, improved institution management capacity, timely academic staff and medical doctor promotions, and a review of institutional policies to allow lecturers and medical doctors to feel comfortable in their roles will all help to reduce moonlighting among academic staff and medical doctors. Nonetheless, the study found that moonlighting had a substantial impact on job commitment, retention, and happiness among academic staff and medical practitioners working in Nigeria's Southwestern area. The findings supported previous research by Irefin and Mohammed (2014), Ara and Akbar (2016), Eneware (2017), and Sabron and Hassim (2018), which found that moonlighting had an impact on employee commitment, retention, satisfaction, and performance.



Based on the outcome of the research, the study proffers some suggestions:

Management teams of universities and hospitals should seek to implement an acceptable motivating package that will encourage academic staff and medical physicians to be more committed and perform better. The government should provide adequate funding to the education and health sectors.

Adequate and suitable working circumstances should be given to guarantee that the highest performance and productivity are generated from the employees, as evidenced by their outputs. Regular staff development programs should also be encouraged in order to assist lecturers and medical practitioners become more efficient and successful, as well as to help employees align with current trends in their fields of endeavor in order to reduce moonlighting.

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