EFFECT OF MOONLIGHTING ON JOB RETENTION BETWEEN ACADEMIC STAFF AND MEDICAL DOCTORS IN SOUTHWEST NIGERIA

Iyabode Abisola Adelugba, Afe Babalola University Ado-Ekiti
Edward Gboyega Babalola, Afe Babalola University Ado-Ekiti
Peter Oluyomi Alase, Afe Babalola University Ado-Ekiti
Odunayo Femi Ogunsanwo, Federal University Oye-Ekiti
Temitayo Oluwatimilehin Busayo, Afe Babalola University Ado-Ekiti

ABSTRACT

The research looked at the effects of moonlighting on job retention between academic staff and medical doctors in Southwest Nigeria. The study used a descriptive research design and a multi-stage sampling technique. The research instrument (questionnaire) was distributed to 393 academic staff and 348 medical doctors from various universities and hospitals in Nigeria. The completed questionnaires were analyzed using the t-test and analysis of variance (ANOVA). Based on the findings, the study concluded that moonlighting has a positive and significant effect on job retention among academic staff and medical doctors in Southwest Nigeria. It was suggested that university and hospital administrators develop Human Resources Management practices capable of satisfying their employees in order to increase their commitment to their primary duties and assignments. Moonlighting will be drastically reduced among academic staff and medical doctors as a result.

Keywords: Moonlighting, Job Retention, Academic Staff and Medical Doctors

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

INTRODUCTION

Educators and medical doctors have traditionally been prohibited from working multiple jobs. The following was the thinking: first, workers should only have one job (Betts, 2006). Second, lecturers required the possibility to manage understudies because the nature of instruction provided was meant to impact the flourishing and future of individuals and countries (Babbar, 1995); medical doctors needed time to monitor their patients' health. Moonlighting, on the other hand, has become common in the teaching profession, as revealed by Akande, Akindele, & Ologunde (2013), working two jobs, had a negative impact on Nigerian University lecturers' presentation in terms of extended periods of addressing each week, projects regulated, and papers disseminated. According to Eneware (2017), moonlighting lowers the quality of education and health care in Nigeria because lecturers and medical doctors are not concentrating on students and patients because they are moving from one public place to another and failing to administer proper health services to ill-patients, conduct research, or publish their findings pertaining to students and their patients. In general, health care workers who moonlight have a significant impact on service provision shortages and quality of care by reducing availability, accessibility, quality, and utilization of health care services (Forcier, Simoens & Giuffrida, 2004; Adah-Ogoh, 2016).

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According to Theuri (2012), moonlighting has an impact on service quality, which has serious implications for job retention. Lecturers and medical doctors who moonlight devote less time to their primary jobs, lowering the quality of knowledge and health care provided to students and patients, respectively. According to Theuri (2012), legally binding terms of administration should be more engaging than in the private sector, and non-compensation benefits should be improved, which can be accomplished by reducing educating and stamping over-burdens, forcing enlistment, and expanding web association to allow understudies to look for and track down required data on their own. According to Kisumano & Wa-Mbaleka (2017), having a second job has the most impact on family and social activities, followed by reading and private review, actual wealth, and moral or psychological well-being. Moonlighting according to Sangwan (2014), comes with a number of issues, including work danger, loss of essential employment, exhausted employees and chronic frailty, danger of competition, business mystery with the risk of irreconcilable circumstance, shortcoming due to managing multiple positions, and a moral difficulty while working for two bosses in the same industry.

In addition, Ogirima (2018), in the Nation's Newspaper in Nigeria, raises concern about the low ratio of medical doctors to patients in a story titled Nigeria Medical Association (NMA). The president of the Nigerian Medical Association confirmed that a community has one (1) medical doctor who serves 600 people. He bemoaned the fact that forty-five thousand medical institutions were grossly inadequate in a country with a population of approximately one hundred and seventy million people (170 million). The shortfall was caused by the government's inability to absorb its medical graduates and establish more facilities for practitioners.

According to Pouliakas (2017), higher-trained labourers are more likely to hold different positions than less-trained labourers, and the occupation and industry of the essential occupation is also important, with workers in the assembly industry, experts, and machine-building agents being more hesitant to hold a subsequent job. Numerous roles are held by a large number of workers in expert and administrative occupations, as well as in human expression/amusement, education, and sound social work. Furthermore, few studies have been conducted in Nigeria (Abiodun-Oyebanji, 2012; Akande et al, 2013; Adebo, 2013; Adebisi, 2015; Eneware, 2017) to name a few, have focused on moonlighting as an independent variable. This work aims to fill the identified gap in that area while also laying the academic groundwork for future researchers. According to the empirical review conducted during the course of this study, there is a scarcity of literature on the topic in Nigeria, particularly when addressing the effects of moonlighting on job retention. More specifically, empirical evidence has focused on universities, with very few studies on the health sector. The study investigated the effect of moonlighting on employee job retention among university lecturers and medical doctors based on the foregoing.

LITERATURE REVIEW

Mitchell & Lee (2001) provided a theoretical postulation on job embeddedness, stating that representatives will remain in the organization as long as the affectations continue to equal or exceed their expectations. Work embeddedness has an impact on a representative's decision to stay or go. People who have been implanted in their positions are less likely to leave the organization that helps them present themselves. Organizations should ensure that their reps are working installed since this prevents them from quitting the company and increases worker retention. Human resource professionals should use the three parts of occupation embeddedness: connections, fit, and penance to ensure that workers are inserted into their employment (Bawazir, 2013). The connections section illustrates the representative's interactions with other people. It will be easier to install representatives in their positions if they have strong working

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relationships, which can be accomplished by having individuals work in groups. The next factor, fit, is defined as a representative's similarity to their task and the setting in which they work. As a result, the human resource division should ensure that the individual's requirements, such as career goals, personal attributes, and tentative arrangements, align with the organization's goals and plans. This will ensure that the employee feels connected to the company, ensuring that the representative is retained and performs better (Bawazir, 2013). Penance refers to the hardship that a worker will experience and bear if he or she decides to leave the organization. When a person leaves an organization, he or she should abandon any pretense of exciting projects, tempting benefits and rewards, working with partners with whom he has formed a close relationship, and possible advancement opportunities. Thus, work embeddedness is advantageous to organizations in terms of retaining employees since it allows the company to understand why people choose to stay, allowing it to develop appropriate maintenance methods that suit the company (Mitchell & Lee, 2001).

Maintenance is a management initiative aimed at preventing employees from leaving the company, such as remunerating employees for performing their duties well, ensuring pleasant working relationships between employees and directors, and maintaining a safe and secure workplace (Cascio, 2003). Representative maintenance demonstrates that satisfied workers who are happy in their jobs are more committed to working hard and anticipate improving their organization's image and worth (Denton, 2000). Representatives who are satisfied are more likely to stay with their company, resulting in a lower turnover rate (Bushe, 2012). Retaining the most valuable employees is obviously important to every organization; as such, management of the organization must design a best fit model on how to retain their employees with a series of financial and non-financial packages in addition to the general emoluments; otherwise, employees will not hesitate to seek secondary jobs known as moonlighting, which will likely affect individual and organizational performance (Hamel & Breen 2013). Yazinski (2009) stated that in order for an employee to remain in an organization without considering moonlighting as an alternative, the following 12 retention factors must be met: expertise recognition, learning and working environment, job adaptability, cost adequacy, preparation, benefit, vocation improvement, matchless subordinate relationship, pay, authoritative duty, correspondence, and worker inspiration.

Moonlighting is the practice of working more than one job at the same time (World Health Report, 2004). It is also possible to have multiple jobs, usually part-time, in addition to your primary full-time job (Betts, 2005). A worker who moonlights or works multiple jobs is said to be moonlighting. According to Betts (2011), side jobs are done to supplement their primary job income. Moonlighting reflects increased financial pressures caused by decreased profits, as well as a greater need for versatility to combine important work and other chores to fulfill family and individual needs. Moonlighting, according to Banerjee (2012), means having a second occupation in addition to one's current one, however, Khatri and Khushboo (2014) define it as having more than one current duty. There are a variety of reasons why people work part-time. There are three reasons for moonlighting, according to Winsiewski & Hilty (1987), as cited by Ara and Akbar (2016): financial considerations, cultivating one's leisure activities or interests, and intending to leave one's vital work. Academic staff at universities and medical doctors who are the breadwinners in their families have a proclivity to moonlight. According to Allen (1998), working multiple jobs is a rational reaction to dissatisfaction with one's primary job. When a lecturer or a medical doctor cannot get the most out of their main job, or when they work fewer hours on it than they need to, they may look for another job to fill in the gaps.

Labourers may moonlight to supplement their family's income due to low pay or compensation payment delays (Kimmel, 2009). Having two jobs has an impact on administration

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quality. According to Theuri (2012), the nature of university education is inextricably linked to the type of academic staff, as well as their motivation and commitment to the University. He also contends that, in order to boost worker confidence, authoritative terms of administration should be made more engaging, and non-compensation benefits should be increased. According to Sangwan (2014), the main reasons for moonlighting are economic reasons, financial necessities, a desire for external recognition and a sense of usefulness, work experience, skill acquisition, exploring career options, exploration or tourism, a lack of commitment, job security, and networking, among other things.

In an empirical study of university lecturers' moonlighting and performance in Southwest Nigeria. Akande, Akindele & Ologunde (2013) used two-way analysis of variance to analyze data (ANOVA). The study discovered a link between the number of University lecturers and the number of lecture hours they teach. It also revealed a significant difference in performance in terms of the number of paper publications and project supervision. Khatri and Khushboo (2014) investigated SME employees' organizational commitment and moonlighting practices in Delhi-NCR, India. T-test analysis revealed that there appeared to be no difference between male and female employees in terms of organizational commitment, as well as no gender differences in perceptions of moonlighting practices. By conducting an analysis of public elementary schools in Ilala District, Vedastus & Skeeter (2017) investigated moonlighting among public grade teachers in metropolitan Tanzania. The more established the educator, the more likely she is to moonlight, according to the analysis. The findings support the theory that Tanzanian formal-area workers moonlight as a way to transition into self-employment after retirement.

Sabron & Hassim (2018) investigated the perception of moonlighting practices among Klang Valley public hospital employees. For the moderator effect, the study used analytical methods such as factor analysis, correlations regression analysis, and the Hayes model process. The findings revealed that environmental and personal factors influence employees' willingness to moonlight. However, the behavior factor has no bearing on employees' willingness to work extra hours. Oke, Ogundele & Mainowa (2018) concentrated on the emerging challenges in the Nigerian teaching profession: the way forward. The study concluded that the teaching profession should be treated with high regard by providing adequate motivation and capacity building, and it should be ranked similarly to other professions in Nigeria. Eneware (2017) investigated the management of moonlighting for quality performance among academic staff in Bayelsa State tertiary institutions. The independent sample Z-test of difference was used to test the hypotheses at the 0.05 level of significance. The study's findings indicate that working conditions and staff development training influenced the practice of moonlighting in Bayelsa State tertiary institutions.

Sinha and Sinha (2012) investigated factors affecting staff retention with a similar investigation of two Indian engineering manufacturers. The data was gathered from 100 people working in the two companies' central administration departments. After factor assessment of the section "retention management strategies," three components were deleted from each firm. EEPL* factors included "capability and relationship situated," "educational and modern centered," and "formative and award arranged," while MBPL* factors included "relationship arranged," "ability and academic situated," and "reward arranged." The findings illustrate how important these criteria are in keeping workers and how different attributes are valued at the center administration level when deciding on retention actions in different situations. Saeed, Nayyab, Lodhi, Baqir, Rehman & Mussawar (2013) investigated the effect of retention factors on hierarchical responsibility in Pakistan's General Education Division. The study's retention factors include compensation, job characteristics, and career development opportunities. The data was analyzed using Pearson's correlation and regression techniques. According to the

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findings, remuneration and career highlights have a significant impact on hierarchical responsibility in Pakistan's total education division, while professional advancement has little impact on authoritative duty.

Ganga, Shukri & Khatibi (2016) explored the impact of human asset systems on talent retention execution in Sri Lankan private sector ventures. The Pearson relationship test was used to break down the connection between components, and regression investigation was conducted to assess the influence of elements. According to the study, talent retention strategies are important markers of execution in private-area associations. Rashmi (2016) used content analysis to identify the factors influencing employee commitment and retention in the workplace in India. According to the findings, there are no single fixed practices that demonstrate the importance and significance of any factor's influence on retention because different organizations place different emphasis based on their suitability. In Karachi, Pakistan, Shaikh & Zahid (2017) focused on retention procedures to improve hierarchical commitment and reduce personnel turnover in the hospitality industry. The study discovered that high representative turnover is caused by part-time work, numerous impermanent representatives, or dropouts from schools and colleges using the Pearson item second relationship strategy. There is also a link between staff turnover and organizational commitment.

By and large, the topic is still evolving especially in developing countries, nonetheless, this study argues that lecturers and medical doctors engage in multiple jobs or moonlight in a bid to acquire more income since the primary work pay is relatively little. Therefore, to settle this dispute, human resource management of universities and hospital needs to increase the staff pay and provide a smooth and convenient work environment for them in order to effectively pass their messages to students and patients, otherwise, issues with moonlighting would keep increasing.

METHODOLOGY

Research Design, Population and Sampling Techniques

The descriptive research design was used in this study. The study's population included all academic staff from selected public universities and medical doctors from selected public hospitals in the six states of the Southwest zone. However, the study's target population included all six selected Federal Universities as well as the six State Universities in the Southwest zone. More importantly, in the study, a Federal Hospital and a State Hospital were chosen from each state. The total population is 24,161 people.

The Taro-Yamane (1967) statistical formula cited in Isreal (2009) was considered and consequently applied to determine the appropriate sample size from the study's population 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:

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

$$\text{Academic staff} = \text{n= 393} \qquad \text{medical Doctors} = \text{n=348}$$

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.

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Variable Measurement, Method of Data Analysis

The effects of moonlighting on job retention will be similar for academic staff and medical doctors at public institutions in Southwest Nigeria.

Job retention (JR) was measured by compensation (CP), skill recognition (SR), and job flexibility (JF), whereas moonlighting was measured by addition to income (AI), skill diversity (SD), job autonomy (JA), and blocked promotion (BP).

$$JR = f(ML) \text{ - } 3.2$$

$$JR = f(AI, SD, JA, BP) \text{ - } 3.3$$

To estimate the comparative effects of moonlighting on job retention between academic staff and medical doctors of public institutions in Southwest Nigeria. ANOVA test was employed.

$$JR = \alpha_o + \beta_1 ML + e \text{ - } 3.4$$

RESULTS AND DISCUSSION

Results

Table 1
MOONLIGHTING ON JOB RETENTION ANALYSIS FOR LECTURERS AND DOCTORS

Summary						
Groups	**Count**	**Sum**	**Average**	**Variance**		
Lecturer	7	5585	797.8571	58500.14		
Doctor	7	5371	767.2857	25167.24		
ANOVA						
Source of Variation	**SS**	**Df**	**MS**	**F**	**P-value**	**F crit**
Between Groups	3271.143	1	3271.143	0.078194	0.784521	4.747225
Within Groups	502004.3	12	41833.69			
Total	505275.4	13				

Source: Researchers' Computation

The result of the moonlighting effect on the job retention of academic staff and medical doctors across the various institutions under consideration in this study were presented in table 1. The mean and variance of academic staff and medical doctors as a result of the moonlight effect on job retention were 797.857 and 58500.14, respectively; and 767.286 and 25167.14. Based on the moonlight effect on job retention of the profession under investigation, the F-stat value of 0.078 4.747, the F-critical value, and the probability value of 0.784 > 0.05 revealed a statistically insignificant difference between academics and medical doctors across various institutions based on the moonlight effect on job retention of the profession under investigation.

Table 2
ANALYSIS OF VARIANCE FOR MOONLIGHTING AND JOB RETENTION

Summary						
Groups	**Count**	**Sum**	**Average**	**Variance**		
Additional Income	2	1399	699.5	84.5		
Skill Diversity	2	1101	550.5	1404.5		

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Job Autonomy	2	1626	813	12168		
Blocked Promotion	2	2269	1134.5	22260.5		
Compensation	2	1654	827	50		
Skill Recognition	2	1710	855	8		
Job Flexibility	2	1197	598.5	16020.5		
ANOVA						
Source of Variation	**SS**	**Df**	**MS**	**F**	**P-value**	**F crit**
Between Groups	453279.4	6	75546.57	10.17051	0.003663	3.865969
Within Groups	51996	7	7428			
Total	505275.4	13				

Source: Researchers' Computation

The table 2 presented the result of moonlighting effect and job retention for academic staff and medical doctors across the various institutions under consideration in this study. The result revealed that the mean and the variance of the moonlight effect and job retention for the academic and medical doctors respectively. The F-stat value of 10.171 >3.866 the F-critical value and the probability value of 0.004 <0.05 revealed the statistical significant difference between the moonlight effect and job retention for academics and medical doctors across various institutions under investigation.

Table 3
ANALYSIS OF VARIANCE FOR LECTURERS, DOCTORS, MOONLIGHTING AND JOB RETENTION

Summary	**Count**	**Sum**	**Average**	**Variance**
Lecturer	7	5585	797.8571	58500.14
Doctor	7	5371	767.2857	25167.24
Additional Income	2	1399	699.5	84.5
Skill Diversity	2	1101	550.5	1404.5
Job Autonomy	2	1626	813	12168
Blocked Promotion	2	2269	1134.5	22260.5
Compensation	2	1654	827	50
Skill Recognition	2	1710	855	8
Job Flexibility	2	1197	598.5	16020.5
Source of Variation	SS	df	MS	F
Lecturer & Doctor	3271.143	1	3271.143	0.40281
Moonlighting & Job retention	453279.4	6	75546.57	9.302838
Error	48724.86	6	8120.81	
Total	505275.4	13		

Source: Researchers' Computation

The result of the moonlighting effect and job retention for academic staff and medical doctors across the various institutions under consideration in this study were presented in table 4.3. The mean and variance of academic staff and medical doctors as a result of the moonlight effect on job retention were 797.857 and 58500.14, respectively; and 767.286 and 25167.24. Based on the moonlight effect on job retention of the professions under investigation, the F-stat

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value of 0.403 5.987, the F-critical value, and the probability value of 0.549 > 0.05 revealed a statistically insignificant difference between academics and medical doctors across various institutions. The F-stat value of 9.303 > 4.284, the F-critical value, and the probability value of 0.008 0.05, on the other hand, revealed the statistical significance difference between the moonlight effect and retention for academics and medical doctors across various institutions under investigation.

Discussion of Findings

According to the study, the mean and variance of academic staff and medical doctors as a result of moonlighting effect on job retention were 797.8571 and 58500.14, and 767.2857 and 25167.24, respectively, indicating that academic staff moonlights more frequently than medical doctors due to blocked promotion, job autonomy, additional income, and skill diversity. Other factors that influenced moonlighting included skill recognition, compensation, and job flexibility. The study also found a significant difference between the moonlight effect and job retention for academic staff and medical doctors across the institutions studied. Nonetheless, the study clearly shows that the F-stat value of 0.40281 is less than the F-critical value of 5.987378, implying that there is no significant difference between the academics staff and medical doctors across various public Universities and hospital in Southwest Nigeria, as such both academic staff and medical doctors of public institution engage in multiple jobs respectively. The F-stat value of 9.302838 is greater than the F-critical value of 4.284, and the probability value of 0.00 0.05 indicates that there is a statistically significant difference between moonlighting and job retention for academics and medical doctors across various institutions under investigation. Based on this, the study concluded that the effect of moonlighting on job retention differs significantly and positively between academic staff and medical doctors at public universities and hospitals in Southwest Nigeria. As a result, this implies that moonlighting helped academics and doctors keep their jobs. Since the mean for academic staff is 797.8571, which is higher than the mean for medical doctors (767.2857), the study concluded that academic staff moonlight more frequently than medical doctors though not huge. According to Puja (2014), employees work multiple jobs in order to keep their jobs and avoid financial embarrassment because their primary jobs pay less. The study is related to Sinha & Sinha (2012); Saeed, Nayyab, Lodhi, Baqir, Rehman & Mussawar (2013), who concluded that if job security is guaranteed, employees will be more committed and will not need to work multiple jobs.

Employees (lecturers and medical doctors, for example) moonlight because their primary job cannot fully meet all of their needs. Employee wishes to advance in his or her career and achieve new heights and challenges. As a result, the administration of public universities and hospitals should be able to guarantee their employees job security, monetary and non-monetary compensation, skill recognition and job flexibility in order for them to stay with the institution and thus reduce the intention rate of turnover.

CONCLUSION

The study concluded that moonlighting has a significant impact on job retention, with an increasing rate of moonlighters found in academic staff than medical doctors in Nigeria's Southwestern region. With this evidence, moonlighting could be used as a hedging strategy against job insecurity and pay insecurity in one's primary job. This could be linked to the adaptability of the work schedule, the apparent measure of fulfillment gained from auxiliary business, and pioneering potential, which were all important markers of people's decision to

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work another 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, skills, concepts, and knowledge. Essentially, the earnings of academic staff and medical doctors should be given adequate attention, as well as the environment in which the activities are carried out, thereby eliminating the thoughts and idea of moonlighting practice in public universities and hospitals.

The study recommended the following:

i. Adequate and proper working conditions should be provided to ensure that the best is derived from the workforce through their performance and productivity, as evidenced by their outputs. Regular staff development programs should also be encouraged to help lecturers and medical doctors be more efficient and effective, as well as to help staff align with current trends in their fields of endeavor with the goal of reducing moonlighting practices.

ii. The management teams of universities and hospitals should strive to implement a satisfactory motivational package that will stimulate academic staff and medical doctors' commitment and performance. The government should provide adequate funding to the education and health sectors.

iii. Management of public institutions should foster a positive attitude toward lecturers' and doctors' welfare by improving retention programs for lecturers and doctors, so that lecturers and medical doctors can afford to stay in their chosen profession. To avoid moonlighting practices, they should be part of the education and health careers as institutional members. Human management, in particular, necessitates more sophisticated handling.

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