

Moonlighting and Organizational Culture in Nigerian Public Universities

Kamal Adetunji Bakare (Deputy Registrar)
Obafemi Awolowo University, Ile-Ife, Nigeria

Abstract

In this paper, we zeroed down on the practice of moonlighting in the Nigerian universities' workspace, with specific reference to public universities. Our aim is to show that organizational culture in our public universities is static, and that corporate culture has been more tolerable, expansive, and sometimes, apathetic to the practice of moonlighting, keeping in abeyance, regulations that condemn multiple jobholding, and turning askance to enforcement of punitive regulations. It is noted that indecision over the issue may undercut practice, and that non-action are prone to oblique interpretations. In interrogating the subject, we have used the empirical approach to prove that multiple jobholding is the outcome of economic discontent, and an exploration of the concepts of relative deprivation (RD) and social exchange theory (SET). In the end, it was argued that appropriate policies should be formulated to synergize moonlighting practice with the mainstream so as to ensure stability in future work interactions.

Keywords: organizational culture, moonlighting, work interactions, economic discontent, relative deprivation, social exchange theory.

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1. Introduction

In human resource management, moonlighting has been one of the thorny topics. Peter Drucker's theory of management by objectives (MBO) implies the enthronement of the collective will of a set of people towards achieving the organizational goal. Managing human capital resources and galvanizing them towards a common goal in a knowledge-based economy involves democratization of functions, force development, customer-focused experience, corporate social responsibility and sound organizational culture nurtured by motivational leadership and creative employees who provide labour and give positive ideas (Matt Alderton, 2019). A fiduciary relationship between the employer and the employee is key to ensuring that the organization achieves its target goals, mission and vision. Performance management through motivation, training and development, tangible and intangible reward system, quality of work life etc, adrenalize the workforce towards an efficient and effective practice. In this fabric of organizational complexity, moonlighting has evolved as a refractory phenomenon both for the workforce and for the organization. While some scholars argued that moonlighting is infinitely depleting, others held that depending on the type and modalities proffered by the secondary job, moonlighting might actually turn out to be enriching, not only economically, but also in terms of acquiring better skills and experience. Specifically, proponents believe that moonlighting is necessary for networking, improvement of intellectual capacity and promotion of academic ranking at national levels (Georges, M.K. & Safary, Wa-Mbaleka, 2017). Despite the excruciating innuendos surrounding the subject, moonlighting has gained proportionate grounds among the teaching and non-teaching classes in Nigeria's public universities. According to Raffel and Groff, (1990), breadwinners in the present-day dispensation are presented with little or no option than to moonlight, in view of labour market fluctuations.

2. Justification

2.1 Background of the Problem

Moonlighting in public service is a long-standing practice that has served the purpose of the ambidextrous officer. In many establishments, there has been no hardball policy to restrict moonlighting. Though it is presumed negatory in most workforce cultures as a result of its tendency to leave a gap in service delivery, it remains one area that has not been fully explored. To date, there is no unifying agreement among scholars as debates on the subject are open-ended. In most public universities in Nigeria, the practice is not outrightly viewed as a serious infraction. For instance, it goes unmentioned in the regulations governing the conditions of service of many organizations.

Among the lecturers, the practice is mostly taken for granted as moonlighters go unquestioned for their actions. The Senate of a public university once observed how its most productive lecturers flooded other private universities, taught and graded to time and respected all the deadlines in these private universities while the parent university suffered from ungraded and outstanding results of students for many sessions. Names of lecturers of public universities populate the staff lists of private universities for the purpose of Visitation Panels, and for teaching. In other words, teachers of public universities in Nigeria are, more often than not, guilty of

abandoning their primary responsibilities in parent universities for jobs in private universities.

2.2 Review of Literature

Multiple jobholding is a product of relative deprivation (RD). Relative deprivation (Samuel Stouffer, 1949) is a social psychology theory which posits that people get involved in certain acts because they feel deprived and want more from life; because they feel that they have less than what they deserve from life. It is the belief that a person would feel deprived when s/he compares his/her endowment, station, status or achievement with that of someone else. According to Wilensky (1963), moonlighters moonlight because they are economically pressured and are therefore motivated by financial needs. He averred that people who feel deprived are more likely to moonlight. However, in his research, Wilensky also found out that work drive is not limited to economic expediency but may also be driven by a history of several job engagements, consumption pressure, perception of deprivation and natural orientation towards mobility. Most scholars believe that the potent driving force for double jobbing remains economic. Banerjee's (2012) exploratory definitions of moonlighting and her classification of the subject to blue moonlighting, quarter moonlighting, half moonlighting and full moonlighting, underlying the transition from finding a second job to complement financial needs either due to the inability of the primary organization to meet fiscal demands (blue moonlighting), the request for pay rise to complement increase in family size (quarter moonlighting), the compulsion to spend 50% of work time on side job (half moonlighting) or using the opportunity provided by free time from primary job on secondary job (full moonlighting), as well as Bilal M. *et al* (2016) careful delineation of the impact of moonlighting on family life and work-life balance further reinforce the hypothesis that moonlighting primarily stems from economic deprivations.

The relationship between an organization and its employees has been described as a social interface by many scholars. While Blau (1964) defines it as a form of social exchange, Molm and Cook (1995), Azim (2016) and a host of others conceptualized the social exchange as the intercommingling of the perceptions of the organization and the reactions of the employees to those perceptions. That primal interconnectedness between employees and organizations form the basis for Social Exchange Theory (SET); a theory deployed to explain the social behaviour of employee towards his/her organization as a result of the exchange process which ultimately engenders reciprocity of behaviour (Konovsky and Pugh, 1994). Thus, SET provides additional theoretical underpinnings for the researched topic within the context of organizational commitment, job satisfaction and moonlighting.

3. Method

The approach used in this paper is empirical. The objective of the paper is to interrogate and evaluate the impact of moonlighting on work performance in Nigerian public universities. It is to determine whether the practice is enriching, depleting, or of no consequence, and to probe the nature of moonlighting in a few other climes with a view to comparing and contrasting the practice. It also emphasizes the need for the introduction of moonlighting policies to regulate practice. Moonlighting has become a '*new normal*' in the workspace, primarily as a result of economic instability and insecurity. Hence, it requires appropriate government policies to synergize it with the mainstream practice, giving room for a robust contribution to the economy.

The study used qualitative research method to properly describe the research problem and analyze the problem based on observed characteristics, behaviours and reactions. The researcher used the instrument of interactive sessions, seminars, workshops and interviews designed to elicit responses on what type of individuals engage in moonlighting. The study was carried out among a cross-section of administrative class who are employees in renowned government-run public universities in Nigeria and are being governed by the same regulations under the jurisdiction of the National Universities Commission and the Federal Government of Nigeria. We relied on literatures that treated the issue of moonlighting among university lecturers in Nigerian public universities, which are in great numbers. We also interacted with erudite academic staff on daily basis through university Senate and Council, and we are not unaware of the challenges multiple jobholding poses to the maintenance of good university ethics and structures in the teaching profession.

4. Result-Analysis/Findings

As previously mentioned, we considered moonlighting in the realm of Stouffer's social psychology theory of relative deprivation. Smith *et al* (2012) describe the theory as the sort of awareness and comparisons elicited by deprivations which invoke the feelings of anger, resentment and entitlement. Invariably therefore, in the process of feeling deprived, cognitive comparisons, cognitive appraisals of individual situations and angry resentment are released, thus, linking the interpersonal and intergroup milieu. In our study, we find that relative deprivation in Nigeria's workspace is more often than not, triggered by economic downturns. The drive to boost economic status of individuals, what we call the breadwinning drive is, behind the majority of attempts to supplement primary jobs. In this wise, our findings agreed with the sentiments that networking, multitasking and other

reasons being adduced as justifications for multiple jobholding are more often than not, presumptuous alibis, and that the underlying reason remains mostly economic.

We also note that relative deprivation and inequality are two sides of a coin, and that bad politics and corruption of the political class aggravate inequality and economic downturns. Anger, discontent and protest become infrastructures of RD when people feel disadvantaged comparing themselves with those who are '*better off*.' (Heather J. Smith and Yuen J. Huo, 2014). Coupled with this is the collectivist cultural mindset (Kees van den Boos & Tanja van Veldhuizen) of the average Nigerian worker who not only caters for the nuclear family but also the extended family. Hence, the pressure to remain relevant and responsible by putting food on the table is constant, and discontent as a result of economic hardship and disregard for regulations and correctness become widespread. Warped values and other bottle-corked tension triggered the recent #EndSars implosion by the youth who took to the streets to demand widespread reforms.

The behaviour of the employees to work ethics is reliant on the perceptions of the organization, the organizational culture and the treatment they receive. Job satisfaction is a key determinant for moonlighting. When employees are contented in an organization, they respond positively by becoming supportive of its goals (Saks, 2006). If it is the contrary, they find alternatives in moonlighting.

Lastly, we broached the issue of positive contribution of moonlighting to national economies, and the need for the Nigerian government to necessarily look towards this direction to recognize and fashion out coherent policies for the practice of moonlighting in the nearest future. We believe that the conspiratorial and undercover practices of moonlighting has done more harm than good to the Nigerian workspace, and to government-owned public universities in particular.

5. Discussion

Moonlighting gained inroad into the contemporary workspace parlance as an expression of new-age realities. Back in the days, a moonlighter is a criminal, a juvenile desperado and a daredevil adventurer. Moonlighting was used to refer to the act of 'commit(ing) crimes at night.(1882)', and a moonlighter was a member of the 'organized bands that carried on agrarian outrages in Ireland.' In the United States, (1897), s/he was deemed to be

'one of a party who go about serenading on moonlit nights (Mark Swartz, 2019)'

By inference, moonlighters were a group of disgruntled precariat who carried out devious or loafing acts under the phosphorescence of the moon. Over time, the word gained entry into workspace vocabulary with its secretive aura which one might say persists to date. This explains why scholars like Witzel (1999) and Betts (2005) could define a moonlighter as someone who carries out a side-job under the cover of night, which presupposes tasks to be hidden from general knowledge. Today, moonlighting has transited to two modes; '*the hidden mode*' and '*the open-secret mode*.' To define moonlighting as:

"...evening employment after finishing the 'day's job.'" (Mark Swartz, 2019)

may not be exactly accurate and adequate for a phenomenon that has become highly problematized in contemporary workplace scholarship. Logically, this activity of side income is a private act and just like any other private acts, as long as it doesn't affect the Company or (in legal terms; as long as the mutual trust and confidential relationship between an employee and employer is maintained and sustained throughout the whole employment), then the Company shall have no power to control over employees in such matters (Ashikin Abd Rahim, 2018). That impression of a hustler, stealing time for a side job, or a malingerer in the public sector not willing to spend extra hours at a main job as required because he has taken on other obligations could no longer suffice in explaining the modern reality of moonlighting, hence, the simplistic definition of '*someone working under the cover of night*' is limited and jettisoned for a more concise and global definition that includes activities such as self-employment, investment, hobbies and other interests for which rewards are received (Danzer, 2008).

Three major reasons were advanced as reasons for moonlighting. Of course, the reason that readily comes to mind is economic. Financial security constitutes a major reason why the practice of reaching out for supplementary jobs has become common in the present workspace. Downturn in economies of several nations in recent century has made it expedient to boost income. Added to this is the necessity to ensure job security. In recent times, the antagonistic policies of government towards public workers had encouraged proclivity towards taking up side-jobs. In a consumerist economy like Nigeria, successive governments had committed neck-deep to external loans by entering into Faustian relationships with IMF, G7 and other agents of capitalism that have ensured total economic dependency. Inwardly motivated development strategy like agriculture was only paid lip services, while debilitating conditionalities from international lenders were taken hook, line and sinker. These conditionalities like retrenchment, down-sizing, Structural Adjustment Programme etc had never been known to benefit developing countries but to promote economic slavery and dysfunctional national economies (Joshua Agbo, 2010) The workforce is therefore, perpetually, in a state of funk and agitated to find a contingency job in case of the unexpected. Coupled with this is the shambolic state of pension after retirement. It is easier for a camel to pass through the eye of a needle than for pensioners to get all their entitlements promptly.

As to whether moonlighting adversely affects the main job and dampen work performance, some levels of workers would argue that finding a side-job affords them the opportunity to enhance their knowledge on the job, especially, when the side-job is the same as the main job. Lecturers claim to engage in moonlighting basically for three reasons; to secure against the uncertainty of the future, for networking globally and nationally, and to enhance personal development and academic ranking (Adebisi, O.S. 2019). In his paper, Ologunde, *et al.*, (2013) showing the attrition caused by the massive traffic of lecturers from public universities to private universities, remarked:

The findings of the study showed that if lecturers teach in more than one university, their performance as academician will be significantly affected negatively...The first finding showed that there is weak negative relationship between hours of lecturing per week and the number of universities in which lecturers lectured both in the private and public universities. This implies that the higher the number of universities in which a lecturer lectures in, the lower the number of lecturing hours per week in each of the universities. This is true as most of the senior cadre lecturers (especially professors) were the ones that engage in moonlighting, while lower cadre lecturers are loaded with much works thereby denying them the opportunity of accepting jobs outside the universities they are employed.

The result also showed that the higher the number of universities in which a lecturer teaches, the higher the number of students' project to be supervised, which may have significant negative impact on performance. ...The result further showed that there was significant difference in the number of publications made by the lecturers that teach in one university and those that teach in more than one university among the two categories of universities. Those that teach in one university have more paper publications than those that teach in more than one university. (Ologunde, A.O. et al, 2013, p. 100)

From the above, it is evident that the opinion that moonlighting does not devalue the primary assignment of teaching, research and community services of the primary job is defeated. By extension, one may submit that placed on a scale of 50/50, the weight would always tilt towards the secondary job (i.e. private job) than towards the primary job (main job) in a continual race between the public sector and the private sector. Instances abound in the medical field where medical doctors give more attention to ailing patients in their clinics and even refer cases to their clinics from government hospitals-places of their primary assignments. Quite a number even utilize the time and resources of the regular job for their side-hustles. The private sector has been a fertile ground for moonlighters and, as a result of lack of attention, insecurity and ineffective management of the public sector, moonlighting activities had festered. This occupational dessication is capable of breeding a disloyal and discontented work force in the public sector.

5.1 Moonlighting: Right, Privilege or Crime?

Multiple jobholding is a practice perceived and operated differently from one clime to another. In some nations, it is a crime. In most nations, it is neither a crime, nor a right nor a privilege. It is a practice that had gained inroad into the organizational cultures of many nations with most of them turning askance and pretending not to know about its existence. The result is a multifaceted and multifarious reactions to the issue that remains basically uncodified in regulations. We noted earlier that more often than not, a coactive interaction exists between the public sector and the private sector where the latter leeches the former in a phlebotomizing relationship.

The non-disclosure attitude reserved by moonlighters was as a result of a prevailing guilt temperament where the 'offender' feels s/he has committed a crime. But in recent times, top honchos had encouraged their subalterns to get involved in moonlighting and find supplementary jobs to augment their primary source of income. It is open-secret that moonlighting has become a ubiquitous practice that has come to stay in the work spaces of many developing countries, particularly in Nigeria, where the take-home payment of government workers could no longer 'take them home.' Coupled with this is the obvious need to deconstruct the blue-collar job which has lost its past energy and capabilities to readily put food on the table. The activities of the corrupt bacchanals in government had brought workers to the sorrowful awareness that hardwork does not necessarily translate to contentment. Owing to the overarching economic crunch, the middle class in Nigeria is fast collapsing, leaving no buffer region between the upper class and the lower class. You are either up there or down here. And when you are down, you have to join in the struggle and find supplementary means to ensure that you are not finally out.

In the United States, multiple jobholding is regulated. The United States has crafted policies to safeguard and define in elaborate terms, the employer-employee relationship with respect to holding side-hustles. The law of the land recognizes the fiduciary connexion between the employer and the employee. However, employers have every right to object to moonlighting if the employee's performance at his or her primary job is below par. (Beliveau Law Group)

The U.S. Department of Labor, identified about 7 to 8 million Americans (5% of the work force) as moonlighters, and their actions are governed by the policies of the employers. Public employees seeking to hold

a second job may be subjected to federal laws and agency regulations, depending on the position and classification:

Outside employment policies vary by employer, but typically define a certain amount of time spent devoted to other activities, which may be compensated or uncompensated. Outside employment policies may require disclosure of outside employment or approval of outside employment. Such policies are promulgated out of concerns regarding conflicts of interest, performance quality, or scheduled work hours, misuse of employer's resources, appearance of impropriety, and others.

(Beliveau Law Group)

However:

Members of a Uniformed Service (Army, Navy, Marines, Air Force, etc.) on active duty may not receive pay from another government position, except during terminal leave, or unless specifically authorized by law. Enlisted personnel may be employed part-time during off-duty hours in Department of Defense non-appropriated fund activities. Members of the Armed Forces Reserves and members of the National Guard may receive military pay and allowances in addition to pay from another Government position. Generally, federal employees, civilian and military, are prohibited from receiving pay from more than one federal government source.

(Beliveau Law Group).

In Singapore, while the fiduciary terms may not be as elaborate as what we have in the American document, full-time employment contracts often contain non-compete clauses which expressly bar employees from engaging in activities

“...in specified markets and geographies for a period of time, outside of the employee’s full-time employment.”

(Goh Pel Xuan, 2018).

Though the South African Constitution expressly stated that everyone has the right to work, the work space remains silently regulated. Despite the fact that employers could not prohibit employees from working, they still find means to stem the tide of negative performances that have corrosive tendencies on primary jobs.

Among university staff in Nigeria, there is a prevalence of side-hustles for the same reasons identified in previous sections. This is however, easily noticeable among the technical staff members who are prone to moonlight along technical lines. In other words, Surveyors, Site Engineers, Civil and Mechanical Engineers seamlessly extend their services outside campuses by maintaining offices for consultancy services.

In most cases, some liaise with contractors relying on the acquaintances formed at their different places of primary assignments for private practice. It is inadvisable to agree at this juncture with proponents of occupational enhancement that such private practice improves on-the-job skills and enhances the nature of services provided for the primary work place especially when there is no mechanism in place to ensure that this other job does not interfere with the primary job. In other words, before one could make such assertion, one should be able to ascertain that the performance standards of the first job is not compromised by the indulgences of the second job; and that the resources of one is not appropriated to execute that of the other.

However, among the core administrative executives, the penchant is to adopt activities like hobbies, enterprises and investments that are not particularly in line with university practice, with the exceptions of a few number who prefer to go into consultancy services along administrative line. This last line of moonlighters are usually found among the retiring class. It is difficult to aver that encroachments do not happen between the primary and the secondary job in this instance. In fact, one may not be farther from the truth if one notes that transversal encroachments are rampant among the administrative class who adopt activities different from their known line of duty especially with regards to time, as they, more often than not, find themselves appropriating office time for private businesses. It is difficult and almost impossible not to find themselves in this situation as there is a flux between office hours and business hours especially, as the former is not regimented, and overtime has become an inherent tradition to take care of supernumerary responsibilities outside office hours. Importantly, office and status determine the felicity to time. In some offices that are sensitive, there is no closing time as this is usually sacrificed at the alter of a persistent work flow. Also, it has been observed that the higher the office, the more the devolving responsibilities, and the more the possibility of operating seamlessly without a closing time. This leaves a moonlighter with little or no chance to operate a second job.

In Nigeria, it is against the law to moonlight. It is neither a right nor a privilege. Going by the Public Service Rules for public servants in Nigeria and the Code of Conduct for Public Office Holders as enshrined in the Nigerian Constitution of 1999, it is a crime to engage in multiple jobholding. The Public Service Rules (known as *General Order* in colonial times), are a set of rules guiding and regulating the conduct of public servants in the service for efficient and effective service-delivery:

The content and structure of General Order has over the years ensured that the Nigeria’s public service remains rooted to a shaky foundation as provided by the law and order colonial bureaucracy. (Bakare, K.A., 2021, p.22)

From General Order, the nomenclature changed to Civil Service Rules, and later, Public Service Rules:

The present title is adopted to make the rules have general application to all manners of government employees in Ministries, Departments and Agencies (MDAs). You may wish to note that the public service is generic and broader than the civil service which is restricted to personnel of core government ministries only. Thus, all civil servants are public servants but not all public servants are civil servants.... The overall aim of the public service rule is to ensure good conduct, loyalty, honesty, hardwork and ethical principles

(Okonkwo, J.K.J., 2014, paragraph 2, Public Service Rules).

In unmistakable term, Part I, Fifth Schedule, Section 2(b) of the 1999 Constitution of the Federal Republic of Nigeria reads:

Without prejudice to the generality of the foregoing paragraph, a public officer *shall not*, except where he is not employed on full-time basis, engage or participate in the management or running of any private business, profession or trade, but nothing in this sub-paragraph shall prevent a public officer from engaging in farming. (www.google.com)

Two exceptions are important here:

1. If you are a contract staff or staff appointed on temporary basis, you are not affected by this caveat;
2. The only permissible side-hustle under the law is farming.

Yet, in spite of this caveat, it is common knowledge that multiple jobholding (non-farming jobs) thrive, and is even encouraged by the prevailing circumstances. It is therefore, being driven by the survivalist instinct of the working class in a dwindling economy; a situation where successive government slam ethical codes without adhering to ethical standards; where economic crunch made the side-hustling practice a matter of expediency; where salaries are not paid regularly and the work force is expected to survive somehow in the face of existential threat of poverty and hunger; where government encourages strikes by reneging on freely made agreements and evoking the 'no work, no pay' rule on striking workers; where supporting logistics and assistance are lacking even for farmers, who, in some states, are being taxed for harvesting on their lands (Akinde S.I. *et al*, 2020) It has therefore become a herculean task to enforce or keep to the caveat as the prevailing hardship has made its enforcement farcical.

6. Organizational culture

Organizational culture is a corpus of shared values, beliefs and practices of the workforce and the organization, that define its corporate identity. Such values which might be team-oriented, people-oriented, outcome-oriented, etc differ from space to space depending on goals, drives and interests. Organizational culture is a major contributor to knowledge management (Chin-Loy and Mujtaba, 2007), and successful organizations are usually those with virile and well-developed culture (Hellriegel, Slocum and Woodman, 1992). Strong culture enhances organizational performance, while weak culture maintains little alignment with organizational values (Balthazard and Cooke, 2004). Depending on intended and achieved results, companies and organizations have been found to adopt flexible models from time to time to re-strategize and redefine corporate cultures according to their needs. Clan culture is a form of organizational culture with penchant for friendly, employee-focused environment and a promotion of values like shared goals, team-building, and streamlined universal mission and vision. The fast-paced adhocracy culture places premium on creativity and experimentation with new ideas, while market culture as the name implies, is result-driven and performance-oriented, emphasizing financial goals more than teamwork. (Sarah Benstead, 2019)

The university, like other organizations, is enmeshed in hierarchy culture whereby services are heavily regulated, entangled and dispensed under a 'strictly-by-the-book' environment, underlining interest in keeping the business running, and less interested in keeping up with standards of humanities. It could be argued that the culture of hierarchy, which is obviously a neo-Weberian contraption and an expression of the anachronistic sentiments of the industrial age, i.e. when wealth was about ownership of capital (factories), is no more adequate for modern operations of the knowledge age. Constricted officialdom and bureau pathology have ensured chequered operations. No doubt, hierarchy and the neo-Weberian expressions have their advantages in work culture, it should be said that it is becoming inadequate as a sole tool for modern-day operations, and that a mélange of cultures would serve services in good stead. In our public universities, it is becoming obvious that a client-focused and commercially-driven cultures have to be adopted in a situation where education is fast becoming a miscued privilege, and, in the face of dwindling government subventions. The future of the workplace is hybrid. A hybrid future sublimates human connexion over crude mechanical actions. The knowledge era should set an agenda for acquisition and dispensation of knowledge, such that knowledge does not become restricted but promoted through creative and multivalent channels.

7. Recommendations

Taking a look at the current reality in Nigeria and in other parts of the world, one could argue that multiple career is the new model for success in work and life. However, chronometrics does not always favour the

Nigerian full-time worker because mostly, his entire time is consumed at one job, while there is no fiduciary code to guide the practice. For an average Nigerian administrator, 'daylighting' has taken up all his/her time, and s/he is left with no option than to fall back on commercialization of talents and hobbies. Creating a moonlighting policy for this set of people would therefore, be of no consequence. However, quality concerns remain legitimate always, where a second job is involved. Declining work performance indices speak volume against the primary job where issues like disloyalty, time-cheating, dishonesty and other negatory practices raise ethical questions. It is therefore, difficult to suggest that a moonlighting policy giving people freedom to hold a second job be legitimized, given this unsalutary situation and pervading circumstances. However, one cannot rule out the possibility of expansiveness in the Nigerian workspace in the foreseeable future. In view of this, it would not be far-fetched to tinker with the idea of openness in employment policy most especially in our universities where commensurate, friendly and unassailable regulations are introduced to guide multiple jobholding. In this wise, a moonlighting policy could be fashioned to focus, not on the off-duty conduct of your employee but on the on-duty performance of the primary job. Whenever there exists the luxury of off-duty and on-duty tango for the workforce, it becomes important to delineate and regiment time, functions, work-hours and performance. A moonlighting policy is such that addresses three areas of concerns:

- a. Interference with the primary job;
 - b. Conflicts of interest;
 - c. Approval of additional employment.
- (Emily D. Campton *et al*,2019)

A moonlighting environment is not restrictive. People are not debarred from having a secondary job as long as they can continue to perform optimally at each job within the scheduled work-time. Work performed with time appropriated from that of the primary job would be considered as time-thievery and would indubitably bring up the issue of conflict of interest. The policy must state in clear terms the punishment for conflict of interest. Also, a clause should be included in the policy stressing the importance of seeking permission to hold outside employment and stressing the punitive clause in the event of non-compliance.

8. Conclusion

We have been able to argue that moonlighting or multiple jobholding is prevalent among staffers in the Nigerian university system, and that there has been no concerted step taken to regulate it; rather, it is being tacitly encouraged as an alternative source of financial augmentation. It was also noted that the nature of moonlighting tilts more towards supernumerary engagements in peripathetic teaching (in private or other universities) for academic staff, off-campus skill practice for technical staff, and massive investments in hobbies and other small-medium entrepreneurial activities for administrative executives. For academic staff, it was noted that though multiple jobholding comes with monetary gains, some forms of job enrichment, and networking, obversely, it also comes with negative consequences like excess workload and debilitating effects on individual moonlighters and their parent institutions. (Chinyere Amini-Philips, 2019). It was further observed that the claim that the side-hustle practices have overwhelmingly enhancing effects on the primary job may not be verifiable as it was proven by different scholars that the opposite has been the case. We noted that the 1999 Constitution recognized only farming as a *legitimate moonlighting* in Nigeria, and recommended that moonlighting policy should be formulated to legitimize the practice, where the system could accommodate it, in view of the economic crunch, and in the face of the inability of government to adequately fund farming. The economic benefits and employment opportunities provided by moonlighting was also considered in making this submission, especially in a situation where many people are underemployed. The new reality which has come to stay deserves and requires cogent and coherent policy position of government in order to ensure good and meticulous symbiosis between primary and secondary jobs on the one hand, and the national economy on the other hand.

We aligned with other scholars and researchers who interpreted moonlighting in the light of Relative Deprivation (RD) theory and Social Exchange theory (SET). We noted that both theories have strong linkages with protest, pressures, disenchantment and economic depression which are all springboards to moonlighting.

Moonlighting among staffers in Nigerian public universities is double-edged, with favourable and unfavourable consequences. We believe that it has become a form of organizational culture that should not be left to chance. We should stop behaving as if it does not exist when we know quite well that it is common practice reinforced by the prevailing socio-economic necessity, and encouraged by prevalent situations. In a developing nation where salaries and emoluments for workers are not regular and where the threat of retrenchment and job insecurity is real and the economic space hijacked by the political class who have entrenched impunity in the system, it is unrealistic to impose caveats on multiple jobholding when the focus was to survive economic hardships. We believe that in the nearest future and at an auspicious time, coherent policy should be put in place to acknowledge and effectively regulate the practice.

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