

MOONLIGHTING BEHAVIOURS OF PUBLIC SECTOR WORKFORCES AND THEIR EFFECT ON ORGANISATIONAL COMMITMENT

COMPORTAMENTOS DE TRABALHO PARALELO ENTRE FUNCIONÁRIOS DO SETOR PÚBLICO E SEU EFEITO NO COMPROMETIMENTO ORGANIZACIONAL

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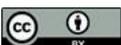
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Abstract

In emerging economies, the growing prevalence of moonlighting behaviour among public sector workers raises critical questions about its impact on organisational commitment or job performance. As such, this study investigates the prevalence, motivations, and implications of moonlighting among public sector workforces in Lagos State, Nigeria. The research employs a quantitative approach using structured questionnaires administered to 400 randomly selected public servants across various ministries and government agencies. Data were analysed using descriptive statistics, correlation, regression, and ANOVA tests. Findings reveal a significantly positive association between moonlighting and organisational commitment. Thus, it was concluded that the behaviours of

Resumo

Em economias emergentes, a crescente prevalência do trabalho paralelo entre funcionários do setor público levanta questões críticas sobre seu impacto no comprometimento organizacional e no desempenho no trabalho. Assim, este estudo investiga a prevalência, as motivações e as implicações do trabalho paralelo entre os funcionários do setor público no estado de Lagos, Nigéria. A pesquisa emprega uma abordagem quantitativa, utilizando questionários estruturados aplicados a 400 servidores públicos selecionados aleatoriamente em diversos ministérios e agências governamentais. Os dados foram analisados por meio de estatística descritiva, correlação, regressão e testes ANOVA. Os resultados revelam uma associação



moonlighting by public sector staff significantly affect their job performance and have an impact on organisational commitment, while raising ethical concerns.

Keywords: Ethics. Job Performance. Moonlighting Behaviour. Organisational Commitment. Public Sector.

significativamente positiva entre o trabalho paralelo e o comprometimento organizacional. Portanto, concluiu-se que o comportamento de trabalho paralelo por parte dos funcionários do setor público afeta significativamente seu desempenho no trabalho e tem impacto no comprometimento organizacional, além de suscitar preocupações éticas.

Palavras-chave: Ética. Desempenho no Trabalho. Trabalho Paralelo. Comprometimento Organizacional. Setor Público.

1 INTRODUCTION

In contemporary employment landscapes, particularly within emerging economies, the phenomenon of dual employment, commonly known as moonlighting, has become a major conflicting practice and is increasingly prevalent. Moonlighting behaviour refers to the practice of engaging in more than one job simultaneously, typically involving a primary employment and a secondary source of income-generating activity (Monyei *et al*, 2023; Bamgbose, 2020). This trend is particularly observable among public sector workers who, due to economic constraints and inadequate remuneration, often seek supplementary income outside their official duties (Adisa *et al*, 2021). At a global level, the increasing cost of living, income disparities, and the evolving structure of work driven by the gig economy and technological advancements have all contributed to the rise in moonlighting behaviour (Kuhn & Lozano, 2019). In developed countries such as the United States, the United Kingdom, and Germany, moonlighting behaviour is often a lifestyle or career-development choice, with many professionals engaging in freelance work, consulting, or entrepreneurial ventures alongside their primary jobs (Stewart & Barr, 2005). However, the implications of this practice on organisational commitment and employees' job performances are subjects of growing concern, particularly as they relate to burnout, conflict of interest, and reduced job satisfaction in the primary employment role (Bae & Goodman, 2014). Globally, the International Labour Organisation (ILO) has raised questions about decent work conditions and the sustainability of dual employment in public service sectors. The ILO emphasises that job quality, rather than the number of jobs, should be the benchmark for evaluating employment equity and productivity (Arachie *et al*, 2025; ILO, 2022).

Nevertheless, moonlighting behaviour continues to be a survival strategy for many workers in lower-income and emerging economies. In the global South, and more specifically in sub-Saharan Africa, moonlighting behaviour is largely driven by structural economic inadequacies, inflationary pressures, and weak institutional capacities (Oseghale, 2022). In countries such as Nigeria, Ghana, and Kenya, public servants—including teachers, healthcare workers, and civil administrators—often resort to additional employment to meet their basic livelihood needs (Ogunyomi & Bruning, 2016). For instance, a Nigerian civil servant may engage in farming, retail trading, or private tutoring during off-duty hours, reflecting both an entrepreneurial spirit and economic necessity. However, this practice has been criticised for leading to absenteeism, divided loyalty, reduced productivity, and ethical conflicts within the public service (Amadi & Bello, 2018). Organisational commitment has been posited as the psychological attachment and loyalty an employee feels toward their employer (Monyei & Ukpere, 2024; Meyer & Allen, 1991), and is a critical determinant of workforce stability and institutional effectiveness. Scholars have expressed concerns that moonlighting behaviour, particularly when unregulated, could undermine this commitment, as public servants allocate their energy and attention to competing roles (Bagram, 2003). Conversely, other scholars argue that moonlighting can have positive effects, such as skill development, increased income earnings, and enhanced job engagement, provided it is well-managed and formally recognised within labour policies (Adisa *et al.*, 2021). Within the Nigerian context, where this study is anchored, moonlighting behaviours among public sector workers reflect a broader socio-economic challenge. The persistent issues of inflation, delayed salaries, poor working conditions, and weak governance structures have fuelled a culture where dual employment is normalised, albeit informally (Ajayi, 2020). Government responses have been largely reactive, with occasional clampdowns and moral admonitions, but without substantive policy frameworks to address the root causes or regulate the practice constructively. The rising incidence of moonlighting among Nigerian public sector employees, particularly in Lagos State, presents a growing concern for public administration and organisational management. Despite its increasing normalisation, moonlighting behaviours introduce significant risks to job performance, workplace loyalty, and ethical standards. Public servants who engage in moonlighting behaviour may suffer from fatigue, divided attention, and time constraints, which can reduce their effectiveness in their primary roles

(Oginni *et al.*, 2018; Ajibade & Ayinla, 2021). Moreover, moonlighting behaviours could breed conflicts of interest and erode professional discipline, especially when secondary jobs compete with the responsibilities of offering services (Adeyemo & Bankole, 2017). While moonlighting is often justified by economic hardship stemming from inflation, inadequate wages, and rising living costs, there is limited empirical research that explores how this practice affects core institutional outcomes such as employee performance, organisational commitment, and ethical behaviour in the public sector (Eze & Ugwoke, 2019; Okeke, 2022). It is worth noting that previous pitfalls either generalise their findings from the private sector context or fail to investigate the unique administrative context of public service delivery. This study, therefore, addresses this gap by conducting a robust inquiry into the prevalence, motivations, and implications of moonlighting behaviours among public sector workforces, specifically in Lagos State, Nigeria. This is because without such context-specific evidence, policymakers and human resource managers may struggle to craft effective policies or offer interventions that mitigate the potential harm while acknowledging the socio-economic realities driving this behaviour. The lack of data-driven insights has perpetuated a reactive rather than proactive stance in addressing moonlighting behaviours within Nigeria's public institutions. Hence, this study seeks to fill this existence gap by examining moonlighting behaviours of public sector workforces and their effect on organisational commitment.

2 UNDERSTANDING THE RELATED LITERATURE

2.1 Social Exchange Theory (SET)

This study is anchored on the propositions of the social exchange theory, which emphasises the reciprocal relationship between workforces and their organisations. The social behaviour is the result of an exchange process where individuals weigh the costs and benefits of relationships and interactions (Blau, 1964). Simply put, this social exchange is based on mutual dependence and benefits. The actions of one party influence the reactions and future behaviour of the other (Cropanzano & Mitchell, 2005). The workforces are more committed when they perceive fairness, support, and adequate compensation from their employers (Shore *et al.*, 2006; Blau, 1964). When civil servants perceive that their efforts are not reciprocated with fair wages or benefits, they may reduce

their commitment and seek alternative engagements to balance the exchange relationship (Meyer & Allen, 1991). A core assumption of SET indicates that social interactions are spurred by emotions and guided by norms of intelligent reciprocity; individuals who receive benefits from others feel obliged to reciprocate (Ufomba *et al.*, 2025; Gouldner, 1960; Blau, 1964). Individuals evaluate relationships based on perceived rewards (e.g., recognition, support) and costs (e.g., time, effort). Therefore, they tend to maintain only relationships that provide them with more benefits than costs (Emerson, 1976).

2.2 Moonlighting behaviour concept

Moonlighting behaviours refer to the act of engaging in additional employment outside one's primary job, often to supplement income or achieve personal or professional goals (Arachie *et al.*, 2025; Adewale & Abolade, 2020). This phenomenon, while not new, has gained prominence in developing countries due to worsening economic conditions, stagnant wages, and job insecurity (Oginni *et al.*, 2018; Eze & Ugwoke, 2019). In the context of public service, moonlighting behaviour is contentious because it could involve the diversion of time and commitment away from government responsibilities, often leading to performance and ethical concerns (Ajibade & Ayinla, 2021). In Nigeria, moonlighting behaviours among civil servants include engaging in teaching, retail, consultancy, and digital entrepreneurship. Such activities, while helping individuals meet financial needs, can introduce divided loyalties and reduce accountability in public service delivery (Adeyemo & Bankole, 2017). The Lagos State civil service, being at the centre of economic activity, presents a ripe case for analysing the dynamics of moonlighting within the public sector. It is also interesting to note that research has identified multiple drivers of moonlighting behaviours, including financial necessity, job dissatisfaction, career advancement, and lifestyle flexibility (Chalofsky & Krishna, 2009; Würtz, 2014). Financial motivations remain the most dominant, as public servants often earn salaries that do not align with the rising cost of living, especially in urban cities (Okeke, 2022). According to Eze and Ugwoke (2019), many Nigerian civil servants engage in moonlighting behaviours primarily to meet basic needs such as food, rent, education, and healthcare. Other studies highlight the role of underemployment and lack of job fulfilment in motivating workers to seek alternative roles (Nwankwo & Chukwuma, 2019). Interestingly, some public workers perceive moonlighting not as a

betrayal of duty but as a survival strategy necessitated by the government's inability to provide adequate remuneration (Afolabi & Omole, 2021). Furthermore, the ethical concerns surrounding moonlighting are significant, particularly in public service. Conflict of interest, misuse of government time and resources, and compromised public trust are common ethical dilemmas associated with moonlighting (Chong & Monroe, 2015). Adeyemo and Bankole (2017) suggest that moonlighting behaviours violate principles of transparency and accountability in governance. When civil servants allocate time meant for public duties to personal business interests, it breeds conflicting interests that undermine the integrity of public service. In countries where corruption and mismanagement are systemic issues, moonlighting behaviours can exacerbate institutional inefficiency and damage public confidence in government (Afolabi & Omole, 2021; Monyei *et al.*, 2023).

2.3 Organisational commitment and job performance: a moonlighting nexus

Adeyemo and Bankole (2017) assert that organisational commitment is the psychological attachment an employee feels toward their organisation, and is critical in public administration. High commitment typically leads to increased job satisfaction, reduced turnover, and improved institutional performance. Moonlighting behaviours can erode this commitment by fostering divided loyalties and prioritising external engagements over organisational goals (McKeown, 2005; Meyer & Allen, 1991). Oginni *et al.* (2018) argue that moonlighters often feel less obligated to fulfil their primary organisational expectations, especially when the secondary job offers more immediate financial or psychological rewards. In the Nigerian context, where public institutions often struggle with resource constraints and limited accountability mechanisms, the risk of diminished organisational commitment is even more pronounced (Monyei & Ukpere, 2024; Adeyemo & Bankole, 2017). Additionally, the implications of moonlighting on job performance are being contested in academia. While some studies argue that moonlighting behaviours provide workers with financial stability and psychological satisfaction, which may enhance their primary job performance (Smith & Clark, 2010), others contend that it leads to divided attention, fatigue, and decreased productivity (Oginni *et al.*, 2018). Ajibade and Ayinla (2021) found that these moonlighting behaviours among civil servants often correlate with absenteeism, poor service delivery,

and lack of engagement at work. Similarly, Adewale and Abolade (2020) observed that employees juggling multiple jobs tend to underperform in their primary duties due to time constraints and burnout. These findings support the notion that moonlighting compromises the quality of public service, especially when secondary jobs directly conflict with official responsibilities.

2.4 Empirical insights

Empirical studies on moonlighting have produced mixed findings, depending on sector, geography, and socio-economic context. For instance, Smith and Clark (2010) found that moonlighting among healthcare workers in the United States occasionally improved morale and job satisfaction. However, Würtz (2014) observed that in low-income countries, moonlighting often reduced performance due to fatigue and ethical conflicts. Oginni *et al.* (2018) reported that civil servants engaged in secondary jobs often exhibit lower work discipline and job performance. Adewale and Abolade (2020) found a statistically significant negative relationship between moonlighting and employee productivity in selected ministries in Oyo State. Ajibade and Ayinla (2021) surveyed 300 civil servants in Lagos and found that 68% engaged in moonlighting, with a strong correlation between moonlighting and absenteeism. Furthermore, Eze and Ugwoke (2019) conducted a qualitative study that revealed moonlighting was viewed as both necessary and problematic, with participants expressing concern about its long-term effect on professionalism in public service. Afolabi and Omole (2021) used regression analysis to show that financial stress was the strongest predictor of moonlighting behaviour among public workers in Nigeria. Their study further revealed that moonlighting reduced organisational loyalty and contributed to ethical lapses.

3 MATERIALS AND METHODS

This study employs a descriptive research design to explore the prevalence, motivations, and consequences of moonlighting behaviours among public sector workforces with empirical data from Lagos State, Nigeria. The choice of this design enables the researcher(s) to quantify the relationships between the key variables—moonlighting behaviours, job performance, and organisational commitment—while also

providing descriptive insights into the phenomenon under study. The population comprises 400 selected public sector workers employed across Healthcare, Education, Energy/Power, and Transport ministries and agencies in Lagos State. Given the large size and diverse nature of this population, a stratified random sampling technique was employed to ensure representation across different departments and agencies. Stratification was done based on ministry type, employee cadre, and departmental function to ensure a balanced representation of views and experiences.

The main instrument for data collection was a structured questionnaire designed to capture relevant data on the study variables. The questionnaire was divided into five sections. The first section collected demographic data such as age, gender, educational level, marital status, job title, and years of service. The second section focused on the types of moonlighting practices being engaged in. The third section assessed the motivations for moonlighting, such as financial necessity, career advancement, and personal fulfilment. The fourth section measured job performance using a scale adapted from Campbell's (1990) job performance model. The fifth section assessed organisational commitment using the widely validated scale developed by Meyer and Allen (1991), which captures affective, continuance, and normative commitment dimensions.

To ensure the validity of the instrument, the questionnaire was reviewed by experts in human capital management, public administration and academics. Their feedback helped refine the survey instrument items and their alignment with the research objectives. Reliability was tested using Cronbach's Alpha, with all subscales achieving values greater than 0.70, indicating satisfactory internal consistency.

Table 1

Reliability Statistics of Research Instrument

Scale/Section	Number of Items	Cronbach's Alpha	Interpretation
Moonlighting Behaviours	6	0.76	Acceptable
Motivations for Moonlighting	8	0.82	Good
Job Performance Scale (Campbell, 1990)	10	0.88	Very Good
Organisational Commitment Scale (Meyer & Allen, 1991)	12	0.91	Excellent
Overall Instrument	36	0.87	Very Good

Data collected from the respondents were analysed using SPSS version 25. The analytical techniques included descriptive statistics (means, frequencies, and percentages), Pearson's product-moment correlation analysis, and Regression analysis to test the hypothesised relationships, while the ANOVA was used to analyse the mean differences across demographic groups.

4 RESULTS AND ANALYSES

Table 2

Demographics of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	240	60.0
Female	160	40.0
Age Group		
20-30	80	20.0
31-40	180	45.0
41-50	100	25.0
51 and above	40	10.0
Marital Status		
Single	100	25.0
Married	300	75.0

Source: Field Survey, 2025

Table 2 illustrates the demographic profiles of the 400 respondents, providing an insightful context for understanding the dynamics of moonlighting behaviours among public sector workforces in Lagos State. The gender distribution shows that **60% (n = 240)** of the respondents were **male**, while **40% (n = 160)** were **female**. This suggests a male-dominated workforce in the public sector sample studied. The gender imbalance may have implications for the type and frequency of moonlighting activities, as prior studies have noted that men are often more likely to engage in dual employment due to socio-economic pressures and cultural expectations (Onyema *et al.*, 2020). In terms of age distribution, the majority of respondents (**45%**) fall within the **31–40 years** age bracket, followed by **25%** in the **41–50 years** category. The **20–30 years** group accounts for **20%**, while only **10%** are aged **51 and above**. This trend suggests that moonlighting behaviours are more prevalent or likely to be reported among younger and mid-career professionals, potentially due to higher energy levels, financial obligations to families or rent, and ambitions for career mobility or economic diversification (Adebayo & Ogunsina, 2011). A significant **75% (n = 300)** of the respondents are **married**, while

only **25% (n = 100)** are **single**. This finding aligns with previous research indicating that marital responsibilities, such as supporting a spouse and children, may drive employees to seek additional sources of income (Igbinedion & Oghojafor, 2012). The high proportion of married respondents might explain the intensity of financial motivations reported in the later sections of the study.

Table 3

Prevalence in Moonlighting Behaviours among Respondents

Moonlighting Participation	Frequency	Percentage (%)
Yes	272	68.0%
No	128	32.0%

Source: Field Survey, 2025

Table 3 reveals that a significant majority—**68% of respondents**—engage in moonlighting, indicating a widespread reliance on secondary employment among public sector workers. This suggests that the salaries from their primary jobs are insufficient to meet employees' financial needs, prompting them to seek alternative income sources.

Table 4

Types of Moonlighting Behaviour

Type of Moonlighting Activities	Frequency	Percentage (%)
Petty Trading	82	30.1%
Teaching/Tutoring	68	25.0%
Freelance Consulting	41	15.1%
Ride-Hailing Services	27	9.9%
Others (e.g., event planning, point of sale (POS))	54	19.9%

Source: Field Survey, 2025

Table 4 shows that among moonlighters, the most common activities are **petty trading (30.1%)** and **teaching/tutoring (25.0%)**, followed by **freelance consulting (15.1%)** and **ride-hailing services (9.9%)**. The diversity of side jobs highlights how workers leverage accessible and flexible income opportunities outside formal work hours.

Table 5*Motivations for Moonlighting Behaviours*

Motivation	Mean	SD
Low Salary	4.30	0.72
Job Insecurity	3.85	0.65
Skill Utilization	4.10	0.80
Financial Responsibility	4.45	0.60
Career Development Opportunities	3.90	0.75

Source: Field Survey, 2025

The analysis of motivations for moonlighting in Table 5 reveals that **financial responsibility** ranks highest ($M = 4.45$, $SD = 0.60$), underscoring the reality that many public sector employees in Lagos State engage in moonlighting behaviours to support their families and fulfil pressing personal financial obligations. This finding aligns with Oginni and Faseyitan (2012), who found that economic hardship and household financial pressures significantly drive multiple jobholding amongst Nigerian workers. Similarly, Adisa, Gbadamosi, and Osabutey (2016) noted that the rising cost of living in urban centres like Lagos compels workers to seek alternative income sources beyond their official employment. **Low salary** ($M = 4.30$) also emerged as a strong motivator, reflecting persistent dissatisfaction with civil service remuneration—an issue widely documented in public sector literature (Adebayo & Ogunsina, 2011; Oludayo *et al.*, 2018). The need for **skill utilisation** ($M = 4.10$) suggests that some workers perceive their current jobs as under-stimulating or mismatched with their competencies, thus pursuing side jobs that allow them to express their full potential (Ojo & Salau, 2018). Furthermore, **career development opportunities** ($M = 3.90$) and **job insecurity** ($M = 3.85$) indicate that moonlighting is also driven by concerns about professional stagnation and unstable employment, reinforcing findings by Nwagbara *et al.* (2014) that multiple jobholding often serves as a buffer against uncertain job futures in Nigeria’s volatile public sector.

Table 6*Correlation Analysis*

Variables	Moonlighting	Job Performance	Org. Commitment
Moonlighting	1.000	-0.452**	-0.610**
Job Performance		1.000	0.485**
Org. Commitment			1.000

($p < 0.01$)

The correlation matrix in Table 6 reveals a significant relationship among the three core variables: moonlighting behaviour, job performance, and organisational commitment. A negative and moderate correlation exists between moonlighting and job performance ($r = -0.452$, $p < 0.01$), indicating that employees who engage in moonlighting tend to perform less effectively in their primary jobs. This aligns with findings by Nwagbara *et al.* (2014) and Oludayo *et al.* (2018), who reported that divided attention and fatigue from dual jobs often reduce productivity. A strong negative correlation is observed between moonlighting behaviour and organisational commitment ($r = -0.610$, $p < 0.01$), suggesting that employees who moonlight are less emotionally and professionally committed to their primary organisations—supporting the argument that moonlighting undermines loyalty (Adisa *et al.*, 2016). Conversely, job performance and organisational commitment show a positive correlation ($r = 0.485$, $p < 0.01$), implying that more committed employees tend to exhibit higher performance levels. These findings collectively highlight moonlighting as a significant risk factor to workforce commitment and productivity.

Table 7

Regression Analysis Summary

Model	Dependent Variable	R	R ²	F(df1, df2)	β	t	p-value
Model 1	Job Performance	0.452	0.204	102.14 (1, 398)	-0.452	-10.11	< 0.001
Model 2	Organizational Commitment	0.610	0.372	236.28 (1, 398)	-0.610	-15.37	< 0.001
Model 3	ANOVA (Job Perf. by Moonlighting Status)	–	–	87.22 (1, 398)	–	–	< 0.001

Model 1: Effect of Moonlighting on Job Performance

The regression analysis in Table 7 shows that moonlighting behaviour significantly predicts job performance ($R = 0.452$, $R^2 = 0.204$, $\beta = -0.452$, $p < 0.001$). The R^2 value indicates that moonlighting explains approximately **20.4%** of the variance in job performance. The negative beta coefficient ($\beta = -0.452$) confirms an inverse relationship—employees who moonlight tend to have lower job performance. This result is statistically significant, as evidenced by the large **t-value** and **p < 0.001**.

Model 2: Effect of Moonlighting Behaviour on Organisational Commitment

This model, based on Table 7, shows a stronger relationship ($R = 0.610$, $R^2 = 0.372$) between moonlighting behaviour and organisational commitment, with moonlighting accounting for 37.2% of the variance in organisational commitment. The negative beta ($\beta = -0.610$) suggests that increased moonlighting leads to decreased organisational commitment, and the relationship is statistically robust ($t = -15.37$, $p < 0.001$). This implies that dual jobholding significantly undermines employee loyalty and emotional investment in their primary organisation.

Model 3: ANOVA – Job Performance by Moonlighting Status

The ANOVA results, $F(1,398) = 87.22$, $p < 0.001$, in Table 7 confirm a statistically significant difference in job performance between employees who moonlight and those who do not. The high F-value suggests that moonlighting status has a substantial effect on job performance, reinforcing the regression findings in Model 1.

4.1. Discussion of findings

The results of this study indicate a high prevalence of moonlighting behaviours among public sector workforces in Lagos State, corroborating previous research that highlights the financial necessity and desire for skill utilisation as primary motivators (Gordon *et al.*, 2007; Koster & De Pater, 2017). The finding that approximately 68% of respondents engage in moonlighting is consistent with studies by Clark (2013) and Lammers *et al.* (2011), who observed that employees in economically challenging environments often resort to secondary employment to meet financial obligations and exploit underutilised skills. The negative correlation between moonlighting and both job performance and organisational commitment is particularly noteworthy. This supports Monyei and Ukpere (2024) and Vardi and Weitz's (2004) assertion that engaging in multiple jobs can result in role conflict and lower engagement with the primary job, ultimately detracting from organisational productivity and employee loyalty. Furthermore, the significant decline in organisational commitment among moonlighters aligns with findings by Gable and Hoffmann (2009), who argue that individuals who moonlight are less likely to be emotionally invested in their primary employers. However, it is crucial to recognise that moonlighting behaviours may also reflect systemic issues such as inadequate remuneration and job insecurity (Bender, 2003). Therefore, while

moonlighting may have detrimental effects on organisational outcomes, it also underscores broader challenges within the public sector, highlighting the need for better compensation and employee support systems.

5 CONCLUSION

This study provides quantitative evidence on the prevalence and consequences of moonlighting behaviours among public sector workforces in Lagos State, Nigeria. The findings indicated that while moonlighting offers financial relief and opportunities for skill utilisation, it also leads to significant drawbacks, particularly in terms of job performance and commitment to the workplace. The negative correlation observed between moonlighting and both productivity and loyalty underscores the potential risks to organisational effectiveness. These results are consistent with existing literature, which suggests that engaging in multiple jobs may detract from focus and dedication to primary employment (Vardi & Weitz, 2004). However, the study emphasises the systemic economic challenges faced by public sector workers, particularly in light of inadequate salaries and job insecurity. Policymakers and public sector leaders should consider these findings when designing policies or improving upon strategies to satisfy the workforce and reduce the need for moonlighting behaviours, which in turn enhances organisational commitment and performance.

5.1 Recommendations

- i. The government should review and adjust public sector remuneration to ensure that employees' financial needs are adequately met, reducing the necessity for moonlighting behaviours.
- ii. Policies should be developed to regulate moonlighting transparently, ensuring that secondary employment does not conflict with the duties of public sector workers.
- iii. Public institutions should offer professional development opportunities to help employees utilise their skills within the organisation, reducing the desire to seek external employment.

5.2 Suggestion for further research

Future research should analyse the moderating role of organisational support (e.g., flexible work policies or recognition programmes) on the relationship between dual employment and organisational commitment among private sector workers in emerging economies. This would help determine whether supportive workplace environments can buffer the potential negative effects of moonlighting on employees' loyalty and engagement.

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Authors' Contribution

Both authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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