

Moonlighting as 'Coping Strategy' for Irregular Payment of Salaries in Nigeria: Evidence from Ekiti State

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ABSTRACT : Moonlighting, a latent but real phenomenon in the Nigerian economic experience is being considered alongside irregular workers' monthly salary in Nigeria which has been on since 2015. Moonlighting - keeping several jobs simultaneously under different employers as an employee, is more real in the western world due to increasing legal control. In general, it is referred to as 'hustling', 'multiple runs', extra pursuits, or 'PiPis' in several contexts. Data was collected from 323 respondents from 4 Local Government Area secretariats in Ekiti state through multistage sampling procedure. Statistics indicate a significant relationship [$r(323) = 0.47, p < .05$] between workers' irregular monthly salaries and the practice of moonlighting among these public servants in Ekiti state. The affinity between irregular monthly salary and moonlighting has significantly impacted job commitment deficit [$r(323) = 0.47, p < .05$]. Employees who experience high irregularities in their salary tend to engage more in moonlighting (Mean=17.71; Std.Dev=4.96), than those who have little experience of salary irregularities (Mean=15.77; Std.Dev=4.01). Employees who engage more in moonlighting tend to be less committed (Mean=19.64; SD=3.77), in comparison with those who are less engaged in moonlighting (Mean=20.30; Std.Dev=3.56). The study has shown that moonlighting has continued as a habit and a strategy for mitigating the negative impact of irregular payment of workers' salary among LG employees. Increasing focus of labour law in that direction might be necessary to prevent its negative impact on workers' commitment and productivity in Ekiti State.

Keywords: Moonlighting, Irregular salary, Coping strategy, Job commitment.

1. INTRODUCTION

In times of economic crises such as widespread unemployment, rising inflation, mounting national debt, or irregular salary payment, managements usually take some measures to contain, or manage the human resource (Fick, 2017; Ross, 2016; BBC News, 2016). For salary, some of the measures taken by such organizations or specifically by states including Nigeria, to reduce cost include tampering with the monthly workers' salary by not paying workers regularly. This includes paying half of the agreed sum, and reducing or removing incentives like fringe-benefits such as housing allowance, paid holidays, subsidized meals and, non-remittal of union dues, paying one out of four months of salary among other modes. It is common to slash salaries of senior management staff in private business organizations at such times (Layne, 2018). The above represents the elements of the irregular salary regime under consideration. The measures developed especially by public managers have been considered inhuman by workers in some organizations (Zheng, 2010). This is not only a significant motivation for this study, but a great expression of crisis of confidence that bothers much on job commitment of public servants.

In recent times, most countries have had their share of economic downturn culminating in different types of outcomes. In the Nigerian case for instance, the consistent decline in the international price of crude oil which is the main source of national income, has resulted in reduction of states' monthly allocation from the federation account. This according to state governors has, more than any other reason, crippled their ability to pay salaries (Daily Post, 2015; Adebowale, 2015). With the exception of Lagos State government or so, irregularity in the payment of monthly salaries by states in Nigeria has been on since around 2014 and even up till this present time (2020) despite the supporting palliative measures by the federal government. Adegoke (2016) in her reports argued that workers in twenty-three out of the thirty-six states in the country have not been paid for months by their state governments. This has resulted to what she remarked thus: "unpaid school teachers, nurses and other civil servants turn to anything from taxi driving to petty trading to survive" (Adegoke,2016:2).

The above represents an element of moonlighting. Does it suggest any link with the present hardship or is it a regular practice (habit) merely coinciding with current economic conditions in the country? In this scenario, it appears a paradox that while workers grieve over the issue of irregular payment of their salaries, they still report to work. One of the implications of this is job commitment deficit manifesting, perhaps, in the form of moonlighting. According to Betts (2011), moonlighting usually means that people are holding one or two jobs at the same time while having a primary job. In general, research has however shown that the main reason people advance for engaging in moonlighting is to increase their income. This situation is also known as working on an extra job, especially without telling your main employer. Moonlighting is also referred to as side job or dual career done by an employee. Furthermore, Betts (2011) states that this side job is done to supplement their primary job income. According to Shishko and Rostker (1976), the term 'moonlighting' is synonymous with second job, dual career, and multiple careers. An individual is considered doing moonlighting or said to be moonlighting if he is still attached to the primary job but at the same time has another job to earn more money.

The above perception on moonlighting could be more understood in contexts where possibility of multiple job holdings does not present a problem. However, in our context where unemployment is widespread, one can only talk of doing 'something extra' in addition to a regular employment which, in a formal sense could really not be described as holding a second job. The concept here in Nigeria and in most developing countries is not that an individual is working for two or three organizations simultaneously, as in western countries, but engaging in activities on personal ground more or less in the informal sector, at the same period the primary employment is still ongoing. This is the pattern of moonlighting which takes place during official hours when the employee leaves his duty post, using the official period in order to market goods, visit personal shops for transaction; or going round the organization introducing his/her goods/wares to fellow employees. Moonlighting in this context is when an employee engages in petty trading activities to generate additional sources of income to 'make ends meet'.

In this case, we may consider women and men employees who bring goods with them to their workplaces and peddle them during the break period or at other free periods (Kimmel and Conway, 2009). Some moonlighters open a small shop around their offices or sometimes within the lockup shops in their school premises or campuses. They sometimes shuttle between their offices and the shop to monitor the young girl or boy placed there. This is a type of moonlighting because it generates extra income and also cuts back on the official period of work for personal use, although it has its health side-effects. This practice is very common in government offices such as ministries, local government secretariats, schools and university campuses, Lecturers are not spared in these personal trading activities, in addition to working as adjunct lecturers in other universities. The question one may ask is: Has this practice been with us ever before the phenomenon of irregularity in salary? Or could we agree with Kimmel and Conway (2009) who state that in a particular study, approximately 40 percent of moonlighters report taking the second job due to economic hardship?

In economic terms, moonlighting arises from at least two distinct reasons: first, many individuals hold multiple jobs (or additional income opportunity) due to some sort of constraint on the primary job that limits job's earnings capacity; and, second, moonlighting may arise because the wage paid in the first job may not completely reflect the benefits and costs to working. The question we may also ask is: Is salary irregularity sufficient to pass for a 'sort of constraint' on the primary job? This is because, whether for a short or long period, the arrears of salaries will be paid which accounts for why the employee, in spite of the delay in its payment, does not cease from coming to work. Perception of moonlighting differs from one country to another and the legal safeguard that may be evoked by the employer also depends on the context concerned. Legal implications of moonlighting differ in the USA, for example (USLEGAL, 2009; Robinson, 2009). For private concerns, the law is as how the employer lays it down in his workplace policies. In public service, what is moonlighting is determined by federal laws and the particular agency regulations as different federal agencies have their own policies. Due to the fact that this western kind of moonlighting which involves working for two different organizations at the same time is not common in Nigeria, the law seems to be silent on all forms of moonlighting both in the public service and private establishments. For example, except for legal issues between an individual employee and the organization, recruitment processes into the public service does not entail exposure to such conditions on moonlighting regulation. The same goes for private business organizations because it is assumed that at this period when it is pretty difficult to find a paid job, nobody dares toy with the one he is in at the moment since this could result to termination on issues of moonlighting (Jaluch Ltd, 2020; Saint-Cyr & Catenacci, 2015).

All occurrences of irregularity in salary administration and any possibility of moonlighting have the capacity to result in negative job attitudes such as job dissatisfaction and more especially job commitment deficit. Zeinabadi (2010:215) argues that "commitment to work is the strength of an individual's identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization's goals and values along with a readiness to exert considerable effort on behalf of the organization and to remain a member (commitment to stay)...it is an attitude reflecting an employee's loyalty to his job and organization; a process through which organization members express their concern for the organization and its continued success and well-being. It is the chain that binds an individual to a course of action; it is a state of mind which can take different forms that can be measured". For example, just as conducive workplace environment ensures the well-being of employees which invariably enables them exert themselves to their roles with all vigour that may translate to higher productivity desired by the organization, so is pay acting as supplement required by the committed employee to sustain loyalty to the organization (Akinyele, 2007; Brenner, 2014).

Alugbo (2015) has stressed the need for many workers to meet the basic necessities of life as food, house rent, clothing, children school expenses, and other goods and services, and that they do not have other sources of income. Wages and salaries remain the only means for meeting these needs of life. Therefore, if salary is not forthcoming as at when due, it presents a situation of dashed hope to the worker concerned. Beach (2015) argues that as salaries symbolize security or success for particular individuals; in any type of work where wage administration is uncertain, the above expectations will be negatively affected (see also Kiebel, 2014). Such crisis situation might result in the practice of moonlighting, even in the least as a coping strategy. Unfettered practice of moonlighting would in the long run affect employee commitment and ultimately bring about low productivity, which would not be in the best interest of the organization.

Many studies have been carried on outside Nigeria on moonlighting without any linkage with the issue of irregular salary administration. Yet, irregularity in salary payment has a direct negative link with job commitment might begin to manifest in unfettered moonlighting among workers. Although moonlighting equally contributes to economic development by building entrepreneurial spirit in the populace in general (Curtiss, 1964; James, 2020), it equally possesses the tendency to scale down performance of employees which might cumulate to low productivity especially in the public service. In order to checkmate these likely

unwanted outcomes, an empirical investigation may act as ‘a stitch in time that saves nine’. This study will among others, examine how irregularities in the payment of salaries among local government workers account for moonlighting perceived as coping strategy; and, explore the relationship between the phenomenon of moonlighting/irregular salary and job commitment.

2. METHODOLOGY

This study adopted cross-sectional design and was carried out among 4 selected Local Government Areas (LGAs) in Ekiti State, Nigeria. The study area comprised: (1) Ado-Ekiti LGA with a population of 308,621 at the 2006 National Population Census (NPC); (2) Ekiti East with a population of 137,955 (2006, NPC); (3) Ikole-Ekiti with a population of 168,436 (NPC, 2006); and (4) Ijero-Ekiti with a population of 222,000 (NPC, 2006). The target population for this study comprised of Local Government (LG) employees working within the state capital and other 3 selected LGAs in Ekiti State. The employees in the LGAs are suitable for the research purpose because they are under the jurisdiction of the same state government and they experience irregularity in salary payment worse than employees in State’s civil service. The total estimated number of employees in the selected 4 LGAs representing the state capital and the three senatorial districts in Ekiti State are 1800, 1062, 1005 and 1110 for Ado-Ekiti, Ekiti East, Ikole Ekiti and Ijero-Ekiti, respectively. This makes a total population of 4,977 (Ekiti State Budget Planning, Research and Statistics Department). While the total study population was 4,977 employees, the sample size of 500 employees was selected using Yamane (1967) formula. However, only 323 employees representing 65 percent of the sample, constituted the return rate of the administered questionnaire.

The method of data collection was solely quantitative while the instrument was a questionnaire divided into four sections. Section ‘A’ comprises of 15 questions structured to elicit responses on respondents’ social-economic characteristics. Section ‘B’ contains self-constructed 12 items structured to measure irregular payments of salaries. Section ‘C’ contains self-constructed 14 items structured to measure moonlighting. Section ‘D’ contains 6 items structured to measure commitment to work. All items were measured on a 5 point Likert scale ranging from (Strongly Agree, Agree, Uncertain, Disagree and Strongly Disagree). The total number of questions is 34. Commitment was measured using the adapted 23-item, Employee Commitment Scale (ECS), originally developed by Buchanan (1974). The instrument is divided into 3 sections, namely: Identification (1-6 items), Job Involvement (7-12 items) and Loyalty (13-23 items). For reliability, Buchanan (1974) reported a coefficient alpha of .86, .84 and .92 for Identification, Job Involvement and Loyalty respectively. However for the present study a total of 6 questions were selected (for simplicity) with 2 from each three divisions in line with the aim of the study and for simplification. The current study found the Cronbach alpha of 0.69 as total reliability coefficient for ECS. The data were analyzed using descriptive statistics such as frequency counts and simple percentage, cross tabulations, mean distributions and standard deviation. The hypotheses were tested using Pearson Product Moment Correlation (PPMC) and simple linear regression.

Table 1: The breakdown of the sample size per local government

LGA	Population	Percentage (%)	Sample Size	Sample Retrieved
Ado	1800	36.2	181	105
<u>Ekiti East</u>	1110	22.3	111	90
<u>Ikole</u>	1062	21.3	107	69
<u>Ijero</u>	1005	20.02	101	59
Total	4977	100.0	500	323

While PPMC was used to test Hypothesis I, in order to determine the extent and direction of relationship between the variables, simple regression analysis was conducted to test hypothesis II in order to evaluate the influence and percentage variance of the independent factors on job commitment.

3. DATA RESULTS

Gender distribution in Table 2, reveals that 44.6 percent are male, while 55.4 percent are female. Within the sampled LGAs, 9.2 percent are male in Ado-Ekiti, while 17.6 percent are female. In Ikole- Ekiti, 5 percent are male as against 16.4 percent that are females. In Ijero- Ekiti, 9.3 percent are male, while 10.5 percent are female. Lastly, 11.1 percent are male in Ekiti East, while 10.8 percent are female. The patriarchal composition of statistics in Africa in most cases,

Table 2: Frequency Distribution of the Socio-Economic Characteristics of Respondents

Variables	Options	LGAs								Total	
		A		B		C		D		F	%
Gender	Male	62	19.2	16	5.0	30	9.3	36	11.1	144	44.6
	Female	57	17.6	53	16.4	34	10.5	35	10.8	179	55.4
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Age	Below 25 Years	5	1.5	7	2.2	2	0.6	5	1.5	19	5.9
	26-33 Years	31	9.6	17	5.3	12	3.7	14	4.3	74	22.9
	34-41 Years	52	16.1	25	7.7	28	8.7	31	9.6	136	42.1
	42-49 Years	2	0.6	-	-	-	-	1	0.3	3	.9
	50-57 Years	26	8.0	13	4.0	14	4.3	19	5.9	72	22.3
	58 Years and Above	3	0.9	7	2.2	8	2.5	1	0.3	19	5.9
Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0	
Highest Educational Attainment	No Formal Education	5	1.5	1	0.3	2	0.6	2	0.6	10	3.1
	Primary Education	2	0.6	5	7.2	4	1.2	4	1.2	15	4.6
	Secondary Education	23	7.1	19	5.9	10	3.1	27	8.4	79	24.5
	Tertiary Education	83	25.7	40	12.4	44	13.6	36	11.1	203	62.8
	Professionals	6	1.9	4	1.2	4	1.2	2	0.6	16	5.0
Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0	
Marital Status	Single	12	3.7	8	2.5	7	10.9	8	2.5	35	10.8
	Married	94	29.1	59	18.3	54	16.7	56	17.3	263	81.4
	Separated	4	1.2	1	0.3	1	0.3	3	0.9	9	2.8
	Divorced	3	0.9	-	-	-	-	2	0.6	5	1.5
	Widowed	6	1.9	1	0.3	2	0.6	2	0.6	11	3.4
Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0	
Number of Children	None	17	5.3	8	2.5	9	2.8	6	1.9	40	12.4
	1-3	71	22.0	40	12.4	27	8.4	39	12.1	177	54.8
	4-6	24	7.4	19	5.9	27	8.4	23	7.1	93	28.8
	7-9	4	1.2	1	0.3	1	0.3	3	0.9	9	2.8
	10 and above	3	0.9	1	0.3	-	-	-	-	4	1.2
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0

A=Ado-Ekiti, B=Ikole-Ekiti, C=Ijero Ekiti, D=Ekiti East LG.

is vitiated here in Ekiti public service where females are more than the males in the workforce.

The age distribution indicates 5.9 percent are below 25 years, 22.9 percent fall within 26 and 33 years, 42.1 percent are within 34 and 41 years, 0.9 percent is aged between 42 and 49 years, 22.3 percent range between 50 and 57 years, while 5.9 percent are above 57 years of age. This implies the modal age range is between 34 and 41 years. This is indicated across the LGAs such that in Ado-Ekiti, 16.1 percent fall within that category, 7.7 percent in Ikole-Ekiti, 8.7 percent in Ijero-Ekiti and 9.6 percent in Ekiti East LG. On academic attainment, 3.1 percent have no formal education, 4.6 percent are primary, 24.5 percent are secondary, and 62.8 percent are tertiary; while 5 percent are professionals. There are indications across the LGAs that majority of the (62.8 percent) respondents are tertiary education certificate holders.

On marital status, 10.8 percent are single, 81.4 percent are married, 2.8 percent are separated, and 1.5 percent are divorced, while 3.4 percent are widowed. Most of the respondents are married. Except in Ijero-Ekiti LGA, most of the respondents have children ranging between 1 and 3. In general, 12.4 percent have none, mainly because they are not married; while 54.8 percent of the respondents have between 1 and 3. With most employees married and blessed with children, it is expected that their dependency burden will also be high. That is why the salary structure should be evolving and not static in order to make for growing trends in the public service workforce.

Table 3 presents the job profile of respondents. On job position, 31.6 percent are junior cadre, while 68.4 percent are senior. This suggests that the manpower structure of the LGAs in Ekiti State tilts more towards the senior cadre. There is a value in this where the senior cadre takes as much as about 65 percent of the staff positions. This shows staffers are run up the ladder as soon as they are ripe for promotion leaving no vacuum. However, we may need further research into some elements of establishment procedures responsible for this. Regrettably, this is outside the scope of this study. Their job level indicates 15.8 percent are on levels 1 to 4, 40.6 percent are within job level 5 to 8, 34.4 percent within 9 to 12; while 9.3 percent falls within job category 13 to 16. While most employees occupy levels 5 and 8, they equally constitute the middle level manpower necessary for vibrancy and maintenance. The group level is immediately followed by some senior grade level, 9 to 12 which smacks of good manpower planning in Ekiti state public service. It would have been a different thing all-together if the levels had concentrated among levels 1 to 4 and 13 to 16. On length of service, 26 percent have put in between 1 and 5 years; 32.2 percent between 6 and 10 years, 27.2 percent between 11 and 15 years, 8.4 percent between 16 and 20 years, 3.1 percent between 21 to 25 years, 2.8 percent between 26 and 30 years, and 0.3 percent between 31 and 35.

Table 3: Frequency Distribution of the Socio-Economic Characteristics of Respondents (contd.)

Factors	Local Government Areas	LGAs								Total	
		A		B		C		D		F	%
Options		F	%	F	%	F	%	F	%	F	%
Categories of employees	Junior Cadre	30	9.3	22	6.8	20	6.2	30	9.3	102	31.6
	Senior Cadre	89	27.6	47	14.6	44	13.6	41	12.7	221	68.4
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Hierarchy of Job positions	1 – 4	7	2.2	12	3.7	12	3.7	20	6.2	51	15.8
	5 – 8	50	15.5	35	10.8	19	5.9	27	8.4	131	40.6
	9 – 12	49	15.2	17	5.3	25	7.7	20	6.2	111	34.4
	13 – 16	13	4.0	5	1.5	8	2.5	4	1.2	30	9.3
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Length of Service	1 - 5 years	33	10.2	19	5.9	13	4.0	19	5.9	84	26.0
	6 - 10 years	35	10.8	26	8.0	16	5.0	27	8.4	104	32.2
	11 - 15 years	36	11.1	15	4.6	21	6.5	16	5.0	88	27.2
	16 - 20 years	8	2.5	7	2.2	9	2.8	3	0.9	27	8.4
	21 - 25 years	4	1.2	1	0.3	2	0.6	3	0.9	10	3.1
	26 - 30 years	3	0.9	1	0.3	2	0.6	3	0.9	9	2.8
	31 - 35 years	-	-	-	-	1	0.3	-	-	1	.3
Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0	

Monthly Income	#40,000 and Below	44	13.6	37	11.5	24	7.4	40	12.4	145	44.9
	#40,0001 - #60,000	44	13.6	18	5.6	27	8.4	23	7.1	112	34.7
	#60,001 - #80,000	28	8.7	12	3.7	12	3.7	6	1.9	58	18.0
	#80,001 - #100,000	3	0.9	1	0.3	1	0.3	1	0.3	6	1.9
	#100,001 - #120,000	-	-	1	1.4	-	-	1	1.4	2	.6
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Full Salary with Benefits	No	91	28.2	44	13.6	37	11.5	48	14.9	220	68.1
	Yes	28	8.7	25	7.7	27	8.4	23	7.1	103	31.9
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Regular Salary	No	115	35.6	67	20.7	59	18.3	65	20.1	306	94.7
	Yes	4	1.2	2	0.6	5	1.5	6	1.9	17	5.3
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Which time of the month do you receive salary?	Before the end of the Month	4	1.2	-	-	1	0.3	-	-	5	1.5
	End of the Month	45	13.9	15	4.6	7	2.2	5	1.5	72	22.3
	First week of the next month	20	6.2	24	7.4	22	6.8	18	5.6	84	26.0
	Above the first week of the following month	4	1.2	4	1.2	16	5.0	25	7.7	49	15.2
	Not Indicated	46	14.2	26	8.0	18	5.6	23	7.1	113	35.0
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0
Access to Loan	No	67	20.7	34	10.5	30	9.3	37	11.5	168	52.0
	Yes	52	16.1	35	10.8	34	10.5	34	10.5	155	48.0
	Total	119	36.8	69	21.4	64	19.8	71	22.0	323	100.0

A=Ado-Ekiti, B=Ikole-Ekiti, C= Ijero Ekiti, D=Ekiti East LG.

The distribution reveals that majority of the workforce fall within the early and middle tenure of their carrier. That is very good for the service as they still have a long period of active serve to serve their fatherland. The monthly income profile shows that some relative majority (44.9 percent) earn below #40,000. This may be due to their academic qualifications and work experience. Others are 34.7 percent who earn between #40,000 and #60,000, while those who earn #100,000 and above (2.5 percent) constitute the smallest group. When the new minimum wage structure is fully implemented in Nigeria, monthly income situation will wear a new look. Still, the distribution shows that 68.1 percent of the respondents get their full salary with benefits, but 94.7 percent of the respondents indicate that their salaries are not regular, although 5.3 percent claim regularity. Similar patterns holds across the LGAs under study. Irregular nature of the monthly income would have rubbished what might be gains among the few who report full salary with benefits. On the period of salary payment in the month, 1.5 percent of the respondents receive salaries before the end of the month, 22.3 percent at the end of the month, while some 26 percent report the first week of the new month. On staff loan opportunity, 52 percent do not have access to loan, as against 48 percent who have. Except on account of default or any repeated cases of misdemeanor in that regard, it amounts to denial of privilege as this is capable of opening avenues for higher acts of 'misdemeanor' in the form of 'moonlighting'.

Table 4 presents the frequency and cross tabulations showing the relationship between irregular salary and moonlighting as probable outcome of regular or irregular (mostly) salary regime. Among those who say their salary is regular, 35.2 percent of them say they have some self-considered 'free periods' they can use as they like, while 58.8 percent do not have such free periods. Among those whose salary is irregular, 59.8 percent claim they are free to do anything they like during their self-considered free periods. Among those who indicate irregular salary, 36.6 percent do not claim they are free at work to do anything they like. This result suggests that whether workers are free or not to do anything they choose during official hours, has nothing to do with whether their salary is regular or not. The 'free' period might have been frittered away or employed in some 'good' moonlighting ventures. This pattern of employee behaviour pervades workplaces where laxity in supervision prevails and engagement in moonlighting goes unchecked. However, it indicates some knowledge about the implications of moonlighting. Continuity in moonlighting in this circumstance is due to absence of strong supervision common in public service especially among staff of low cadre because their work schedules have not been thoroughly analyzed enough to specify the task they perform per period of time.

Table 4: Frequency and Cross Tabulations showing the relationship between irregular salary and workers moonlighting

Moonlighting issues	Salary		Response					Total
			SA	A	UN	D	SD	
I am sometimes free at work and I do anything I like during the free period	Irregular	F	66	117	11	99	13	306
		%	21.6	38.2	3.6	32.4	4.2	94.7
	Regular	F	3	3	1	7	3	17
		%	17.6	17.6	5.9	41.2	17.6	5.3
	Total	F	69	120	12	106	16	323
		%	21.4	37.2	3.7	32.8	5.0	100.0%
My boss shows understanding and is considerate. He allows me to engage in other commercial activities	Irregular	F	61	134	45	49	17	306
		%	19.9	43.8%	14.7%	16.0%	5.6%	94.7
	Regular	F	-	5	3	7	2	17
		%	-	29.4%	17.6%	41.2%	11.8%	5.3
	Total	F	61	139	48	56	19	323
		%	18.9%	43.0%	14.9%	17.3%	5.9%	100.0%
I have no fear over my job though, I engage in moonlighting	Irregular	F	80	121	29	57	19	306
		%	26.1%	39.5%	9.5%	18.6%	6.2%	94.7
	Regular	F	5	5	1	6	-	17
		%	29.4%	29.4%	5.9%	35.3%	-	5.3
	Total	F	85	126	30	63	19	323
		%	26.3%	39.0%	9.3%	19.5%	5.9%	100.0%
The task I performed allow me to do some other things for money during work hour	Irregular	F	59	121	38	72	16	306
		%	19.3%	39.5%	12.4%	23.5%	5.2%	94.7
	Regular	F	2	5	2	6	2	17
		%	11.8%	29.4%	11.8%	35.3%	11.8%	5.3
	Total	F	61	126	40	78	18	323
		%	18.9%	39.0%	12.4%	24.1%	5.6%	100.0%
I engage in moonlighting due to irregular payment of my monthly salary	Irregular	F	30	112	34	79	51	306
		%	9.8%	36.6%	11.1%	25.8%	16.7%	94.7
	Regular	F	-	5	3	7	2	17
		%	-	29.4%	17.6%	41.2%	11.8%	5.3
	Total	F	30	117	37	86	53	323
		%	9.3%	36.2%	11.5%	26.6%	16.4%	100.0%
I engage in moonlighting because our salary has not been paid in full for some time now	Irregular	F	35	109	29	73	60	306
		%	11.4%	35.6%	9.5%	23.9%	19.6%	94.7
	Regular	F	2	4	2	6	3	17
		%	11.8%	23.5%	11.8%	35.3%	17.6%	5.3
	Total	F	37	113	31	79	63	323
		%	11.5%	35.0%	9.6%	24.5%	19.5%	100.0%
Workers moonlight due to irregular nature of monthly salary payment	Irregular	F	46	129	15	41	75	306
		%	15.0%	42.2%	4.9%	13.4%	24.5%	94.7
	Regular	F	1	4	5	7	-	17
		%	5.9%	23.5%	29.4%	41.2%	-	5.3
	Total	F	47	133	20	48	75	323
		%	14.6	41.2	6.2	14.8	23.2%	100.0%
This practice is on the increase due to irregularity in salary payment	Irregular	F	141	114	16	14	21	306
		%	46.1%	37.3%	5.2%	4.6%	6.9%	94.7
	Regular	F	11	4	1	-	1	17
		%	64.7%	23.5%	5.9%	-	5.9%	5.3
	Total	F	152	118	17	14	22	323
		%	47.1%	36.5%	5.3%	4.3%	6.8%	100.0%

S/A=Strongly Agree, A=Agree, U/C= Uncertain, D= Disagree, S/D= Strongly Disagree)

Another question was asked on whether workplace boss permits petty trading around the office at official hours especially due to irregular nature of their monthly salary. For those who claim they receive their salary regularly, 29.4 percent affirm that their boss usually ‘understand’ and ‘considerate’ concerning time spent on their unofficial personal activities (moonlighting/nothing); while 21.6 percent reject the view. For those who receive salary regularly, 29.4 percent affirm their official boss shows ‘understanding’ and ‘consideration’ with regard to their moonlighting (or nothing), while 53.0 percent dismiss the view. Again, this brings to the fore the types of leadership that are in public service concerns.

Generally, a permissive and laissez-faire departmental head would normally give in to such pressures especially where he expects ‘returns’ from them. Opportunity to engage in moonlighting in such circumstances depends crucially not on whether the salary is regular or not, but on the nature of workplace leadership where

such particularistic claims expressed through 'understanding' and 'considerate' clichés, do not apply. Except mentioned in passing, leadership issue is beyond the scope of this study. Some (65.6 percent) workers, whose salary is not regular, but engage in moonlighting, and yet anticipate no fear over their job. However, 28.1 percent say they care if they lose their job. Expectedly, those who express no fear indicate how much they make from the illegal use of official hours for their runs. And that, should they lose their job, they already make enough extra income to sustain them.

Furthermore, some workers' (58.8 percent) salaries are not paid regularly, however, they moonlight because, according to them, the task they perform at work allows them to do some other things for money; while some other workers (28.7 percent) under the same salary situation dismiss such claim. For those whose salary could be said to be regular, 37.0 percent agree that they moonlight because their job allows them some latitude to do other things during official hours. In spite of that, 41.2 percent of the LG workers claim their job does not allow them to do other things during official hours, though their salary is somewhat regular. Some LG employees are exploiting the laxity in the public service management to perpetrate 'illegality', because, effective and depersonalized supervision is lacking.

Both irregular and non-full salary payment are indicated by 47.0 percent of the respondents as reasons for moonlighting, while 57.2 percent claim irregularity alone. However, 41.2 reject irregularity as claim for moonlighting. This behaviour suggests some prior knowledge about the practice probably on religious grounds. Religion teaches patience, diligence do duty, loyalty, hope of change and management-worker deal which to a large extent are elements of good organizational commitment. However, majority (88.2 percent) of those who claim regular experience of salary payment and those who do not (83.4 percent) agree that practice of moonlighting is on the increase in the public service due to irregularity in the payment of worker salaries.

Table 5 presents frequency and cross tabulation showing relationship between irregular salary payment and workers commitment. Due to irregularity experienced in salary payment, majority (90.5 percent) of the respondents express they are no longer willing to further their work in the Local Government. Only a few of them (30.4 percent) are ready to maintain loyalty to it. Some 52.3 percent of them feel they cannot sacrifice anything for the sake of the LG. While 54.9 percent of them could not see any alignment between their own goals and those of the LG, 76.1 percent of them say they are not proud working as employees in the LG. Similarly, 76.9 will be ready to take up another appointment for a lower pay than continuing as employees in the LG. And 77.7 percent are not ready to continue to render their services under an irregular salary climate.

Table 5: Frequency and Cross tabulation showing relationship between irregular salary payment and Workers Commitment

Questions	Salary		Response					Total
			SA	A	UN	D	SD	
I am willing to work harder than I have in order to help this organization succeed	Irregular	F	2	10	17	194	83	306
		%	.7	3.3	5.5	63.4	27.1	94.7
	Regular	F	8	8	-	1	-	17
		%	47.1	47.1	-	5.8	-	5.3
	Total	F	10	18	17	195	83	323
		%	3.1	5.5	5.3	60.4	25.7	100.0
I feel very little loyalty to this organization	Irregular	F	61	119	33	79	14	306
		%	19.9	38.9%	10.8	25.8	4.6	94.7
	Regular	F	4	6	-	5	2	17
		%	23.5	35.3	-	29.4	11.8	5.3
	Total	F	65	125	33	84	16	323
		%	20.1	38.7	10.2	26.0	5.0	100.0
I would take almost any job to keep working for this organization	Irregular	F	17	75	54	141	19	306
		%	5.6	24.5	17.6	46.1	6.2	94.7
	Regular	F	-	4	8	3	2	17
		%	-	23.5	47.1	17.6	11.8	5.3
	Total	F	17	79	62	144	21	323
		%	5.3	24.5	19.2	44.5	6.5	100.0
I find that my values and the organization's values are very similar	Irregular	F	19	71	48	142	26	306
		%	6.2	23.2	15.7	46.4	8.5	94.7
	Regular	F	-	2	10	5	-	17
		%	-	11.8	58.8	29.4	-	5.3
	Total	F	19	73	58	147	26	323
		%	5.9	22.6	18.0	45.5	8.0	100.0
I am proud to be working for this organization	Irregular	F	11	38	24	153	80	306
		%	3.6	12.4	7.8	50.0	26.1	94.7
	Regular	F	-	1	9	7	-	17
		%	-	5.9	52.9	41.2	-	5.3
	Total	F	11	39	33	160	80	323
		%	3.4	12.1	10.2	49.5	24.8	100.0
I would not turn down another job for more pay in order to stay with this organization	Irregular	F	37	111	50	81	27	306
		%	12.1	36.3	16.3	26.5	8.8	94.7
	Regular	F	5	-	1	11	-	17
		%	29.4	-	5.9	64.7	-	5.3
	Total	F	42	111	51	92	27	323
		%	13.0	34.4	15.8	28.5	8.4	100.0
Under irregular payment of salaries, I will still be committed to my job	Irregular	F	16	24	31	162	73	306
		%	5.2	7.8	10.1	52.9	23.9	94.7
	Regular	F	-	-	1	11	5	17
		%	-	-	5.9	64.7	29.4	5.3
	Total	F	16	24	32	173	78	323
		%	5.0	7.4	9.9	53.6	24.1	100.0

S/A=Strongly Agree, A=Agree, U/C= Uncertain, D= Disagree, S/D= Strongly Disagree)

Table 6 presents the differences in mean distributions of civil servants' experience of salary irregularities and engagement in moonlighting. It shows that employees who experience high irregularities in their salary engage more in moonlighting (M=17.71; SD=4.96), compared with those who have little experience of salary irregularities (M=15.77; SD=4.01). This means that when LG employees experience high level of irregularities in their salary, they tend to engage more in moonlighting. This implies a positive relationship between salary irregularity and moonlighting.

Table 6: Mean distribution showing relationship between irregularity in salary and moonlighting

Moonlighting	Mean	N	Std. Deviation
Low	15.77	155	4.01
High	17.71	168	4.96
Total	116.78	323	4.62

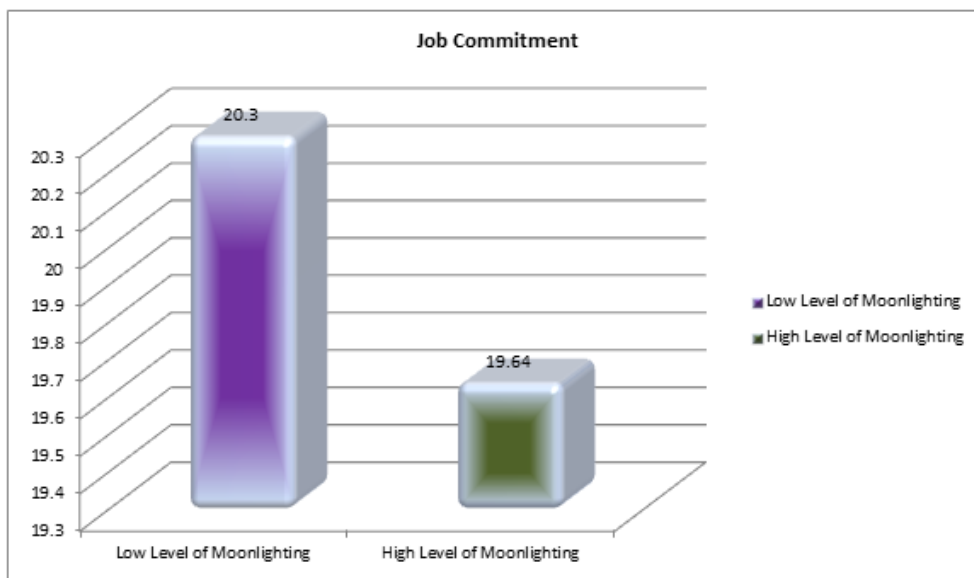
In Table 7 when the mean scores between moonlighting and employee commitment are compared, it is found that employees who engage more in moonlighting are less committed (M=19.64; SD=3.77), in comparison with those who are less engaged in moonlighting (M=20.30; SD=3.56).

Table 7: Mean distribution showing relationship between moonlighting and job commitment

Moonlighting	Mean	N	Std. Deviation
Low	20.30	163	3.561
High	19.64	160	3.774
Total	19.97	323	3.678

Furthermore, when the two variables are compared on bar chart, similar result is obtained as shown in Figure 1. The chart indicates inverse relationship between the variable of moonlighting and employee commitment. This is to the effect that when workers' moonlighting is high, workers' commitment falls and vice versa.

Figure 1: Bar Chart indicating relationship between Moonlighting and Job Commitment



Test of Hypotheses

Hypothesis I: There is no significant relationship between irregular payment of salary and moonlighting. The result in Table 7 indicates that the relationship between irregular payment of salary and moonlighting is positively significant [$r(321) = 0.47, p < .05$]. This implies a positive relationship showing that as irregular payment of salary increases, moonlighting also increases among the public servants. This result thus negates the formulated null hypothesis 1 and it stands rejected.

Table 7: Simple Correlation showing relationship between Irregular Payment of salary and Moonlighting

Variables	Mean	SD	N	df	r	P
Irregular Payment of Salary	38.27	5.764	323	321	.47	< .05
Moonlighting	16.78	4.624	323			

Hypothesis II: Irregular payments of salaries will significantly influence job commitment of LG employees

Table 8 shows that irregular payment of salary significantly influences job commitment ($\beta = -.169$, $p < .05$) as Beta = $-.169$. This is to the effect that irregular payment of salary contributes 3% variance to the total variance observed in workers' job commitment ($R = 0.17$, $R^2 = .28$). The result supports the formulated alternate hypothesis II and it is thus accepted. This means changes in the independent variable (by way of irregular salary) impacts negatively on the commitment of LG employees.

Table 8: Simple Linear Regression showing influence of Irregular Payment of salary on Job Commitment

Variables	β	t	R	R^2	df	F
Irregular Payment of Salary	-.169	-3.06**	.169	.028	1,321	9.388**

Note: * $p < 0.05$

4. DISCUSSION OF FINDINGS

This study has examined the phenomenon of moonlighting within the context of salary irregularity, with the resultant effect of organizational commitment crisis. To start with, findings reveal that women are more than men in Ekiti state's LGAs under studied. As most studies indicate male dominance, it is somewhat a novelty to find the reverse in Ekiti state LG service. This is expressed by Ikegbu (2018:1) in a study of analytical comparison of male and female roles in Igbo land, where he argues that "the marginalization of the female gender was so strong that statistical structuring is highly insignificant such that one man can command obedience to instructions from multitude of women". He observes further that "It is arguably accepted that leadership in Africa both at its traditional, religious, economic, social and political strands are male dominated".

Findings reveal that most employees have high dependency burden which might be coming from their wives, children and other relations. With the socioeconomic life of the workers coupled with the irregular nature of the salary on ground, workers are bound to face a lot of temptations for moonlighting and tendency towards waning job commitment. This viewpoint has relevance with Alugbuo (2015:8) who argued that "the wages and incentives that workers receive from their organizations are significant to workers in three major ways: economic, psychological growth, and motivation. The economic importance of wages and incentives is most obvious because it serves as a way of obtaining the necessities and luxuries people need and want. Many workers do not have other sources of income besides their pay; therefore, employment in an organization is the way to obtain the material necessities of life which can be expended on such items as food, rent, clothes, and countless other goods and services". This is why moonlighting is currently or might be expected to be on the increase.

Moonlighting is currently perceived a survival strategy, a coping device sort of even when the salary was regular and called 'take-home'. Currently, salaries could not be referred to as 'take-home' as in most times nothing to take home. Moonlighting is viewed as part of critical thinking and ability to identify personal business opportunities or as an area to contribute to the economy as well (McKay & McKay, 2016). It is not uncommon these days to see even the executives in all spheres of life spending part of their daily time on raising a business besides their regular appointment in order to augment their monthly income (Corporate Payroll Services, 2018). Results of analyses on the influence of irregular payment of salary and job commitment is negative. There is no denying the fact that deficit in commitment has the capacity to generate low productivity which in turn contributes to national economic processes resulting in wage or salary administration issues. In the same way, poor salary payment system could generate poor employee job commitment. This has relevance in Ukaegbu (2000) who studied twenty privately owned manufacturing firms in Igbo states of southwestern Nigeria and found that a substantial number of their workers were dissatisfied with the extrinsic factors of their work (comprising salary and other associated incentives) which are stronger

predictors of employee commitment component than the intrinsic/responsibility component. Similarly, in the study conducted by Kee, Ahmad and Abdullah (2016), 150 workers in several selected banks in Bera, a town situated in the state of Pahang, Malaysia, were surveyed. Relationship between financial compensation and organizational commitment among workers has been examined especially as it affects types of financial compensation such as salaries, bonuses and merit pay in relation to organizational commitment. In that study, findings contributed to a better understanding for all related parties on the application of theories and model in relation to financial compensation aspects and organizational commitment.

5. CONCLUSION AND POLICY RECOMMENDATIONS

As the phenomenon of moonlighting and irregularity in salary and employee commitment has been examined, certain submissions are observed that could guide future efforts on the issues raised. It is noted that although phenomenon of moonlighting seems to be illegal and increasing, it has not been specifically enacted into law in Nigeria to guide employee behaviour both at public and private settings. In principle it is viewed as illegal but in practice it has become a coping strategy. Moonlighting under irregular salary regime is perceived as a coping strategy although it may appear an illegal practice especially under normal economic conditions. The difficulty in its enactment in Nigeria might be due to its pervasive nature given the present global socioeconomic realities of irregular wage and salary administration. The practice cuts across nearly all segments of the local government workforce. Dichotomy in payment mode is observed among the LG employees as to while some experienced regular salary and some others experienced irregular salary regime. As moonlighting now appears not only as coping strategy but as habit it may degenerate, in the long-run, into commitment crisis and stalled productivity.

Irregular salary regime has been variously remarked as the main reason for the practice of moonlighting among the employees studied, however, the practice was found to have existed long before the current issue of irregularities in the payment of monthly salaries by states in Nigeria. Although the general focus might concentrate on the practice of moonlighting among LG staffers, the study could not dismiss the active presence of employee laxity and indolence due to lack of effective staff supervision, and absence of exhaustive job analysis needed to locate where every LG employee fits for proper reckoning and accountability. Irregular payment of salaries of public workers have resulted in job commitment cut-back and 'in support' of vistas of moonlighting 'opportunities'. This study has examined issue of job commitment in general without specific touch on several facets of job commitment among staff of local government with a view to actually determining its pervasive impact on their activities. To this end, future studies might be necessary for further investigation. Finally, it will not be out of place to institute a vibrant leadership and supervisory practice to check underperformance and claim of self-considered 'free periods' among local government employees in Nigeria.

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