



## The effects of multiple job holding and employee well-being on primary job performance of public sector workers in the volta region of Ghana

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### ABSTRACT

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The study investigates the impact of holding multiple jobs and employee well-being on primary job performance among public sector workers in Ghana. Multiple job holdings (MJH) are becoming more common among Ghana's public sector personnel, owing in part to economic concerns. However, this phenomenon has substantial consequences for such employees' well-being and primary job performance. To better understand the complexities of MJH and its influence on public sector personnel in Ghana's Volta Region, this study employs a variety of academic frameworks, including role balance theory (RBT) and job demand theory. In light of these theoretical frameworks, the study investigated many MJH-related variables, such as primary job performance, employee well-being, and drives. This study used a quantitative research method that included a cross-sectional survey design to investigate the impact of multiple job holdings (MJH) on public sector employees in Ghana's Volta Region. 1,198 public sector staff in the Volta Region completed a systematic questionnaire. The acquired data was transcribed, coded, and examined. The study's findings indicate that changes in employee well-being have a positive impact on primary job performance. Furthermore, the study observed that MJH significantly contributed to the prediction of changes in employee well-being. However, MJH had a statistically insignificant positive effect on primary job performance, implying that it may not improve primary job performance among public sector employees in this study.

**Contribution/Originality:** Researchers have conducted various studies to investigate the impact of holding multiple jobs on employees well-being. We have extended our study to examine the impact that multiple job holding has on primary job performance and the well-being of employees, as well as the implications of well-being on the primary performance of public sector employees in Ghana.

## 1. INTRODUCTION

The 2008 global economic crisis, along with the widespread influence of digitization, gave rise to the unique employment method known as multiple job holding (MJH) (Bouwhuis et al., 2018). In Ghana, MJH is not only prevalent but also recognized as a significant contemporary challenge in the field of public sector management (Baah-Boateng, Oduro, & Adjei, 2013; Nunoo, Darfor, Koomson, & Arthur, 2018; Pouliakas, 2017; Salgado, Blanco, & Moscoso, 2019). According to Amini-Philips (2019); Baah-Boateng et al. (2013) and Bouwhuis et al. (2018) MJH is defined as working part-time in addition to one's principal occupation. Both the public and private sectors worldwide have observed an increasing trend in this area.

Scholars such as Abreu, Oner, Brouwer, and van Leeuwen (2019) and Martel (2000) highlight a variety of factors that drive individuals to MJH, including the desire for job happiness, pragmatic needs, and meeting financial commitments. Despite substantial studies on the drivers of MJH among Ghana's public sector personnel, little emphasis has been paid to understanding its impact on people's well-being and primary job performance (Baah-Boateng et al., 2013; Kusi, 2018; Nunoo et al., 2018).

Until recently, there was no reliable evidence of the impact of MJH on the well-being and primary job performance of Ghana's public sector employees, despite the critical role of effective human resource management in improving organizational efficiency and productivity (Baah-Boateng et al., 2013; Nunoo et al., 2018; Yahiaoui, Anser, & Lahouel, 2015). This study aims to understand the subtle dynamics of MJH using the role balance theory (RBT), as well as insights from the cognitive activation theory of stress, work design theory, and job demand theory.

Using information from staff at public schools and other public organizations in the Volta Region, the study also aims to give more detailed information about how MJH affects primary job performance, with a focus on factors that affect employee health.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1. Multiple Job Holding

Multiple job holding is also known as moonlighting, dual work, multiple employment, or double work, and refers to a condition where the employees, due to various reasons including availability of employment, company or institutional policies, and economic-wide opportunities, may take on additional jobs to the primary job (Amde et al., 2018). Other scholars define MJH as engagement of an employee in a second job or part-time job in addition to a primary job (Betts, 2006; Vermeeren, 2017). This helps to supplement the low income from the primary job (Betts, 2006; Vermeeren, 2017). According to Acheampong (2022) MJH refers to the phenomenon whereby a public servant or public sector employee keeps full-time and engages in additional jobs or multiple jobs (part-time) in or outside the public. In this study, the term multiple job holding (MJH) was used to refer to full-time employees in the public sector who engage in a secondary job (part-time job) to supplement their income.

### 2.2. Primary Job Performance

Public sector employees are expected to perform and increase productivity, but engaging in MJH affects performance at the primary job. Job performance entails the outcome of each assigned job function or job task over a specific period (Wu, Baimbridge, & Zhu, 2009). The primary job in this study refers to the original or main public sector job that one is employed in, and the primary job performance refers to the duties or tasks an employee is contractually appointed to perform (Sakyi & Agomor, 2021).

There is hardly a consensus on the definition and measurement of performance (Taouab & Issor, 2019). The definition of performance as linked to jobs is multi-dimensional and dynamic, involving what the individual does and the expected outcome (Sonnentag & Frese, 2005). Sonnentag and Frese (2005) further reveal that performance is what the organisation hired the individual to do and do well. Evidence suggests that an increase in MJH leads to a decrease in employee efficiency, which in turn affects their performance in their primary jobs. Job performance can be expressed in both quality and quantity terms (Elacqua & Marotta, 2020). Job performance is the objective record of productivity (Ashton, 2018). Job performance can also be seen in the light of how well someone performs a task (AbuAlRub, 2004). But performance is difficult to define because it is highly subjective, and, as pointed out, performance is perceived. The term can vividly be defined if it is expressed against a measurable standard (Peng, Lee, & Lu, 2020).

### 2.3. Employee Well-Being

Zerbe (2000) conceptualizes employee well-being as the difference between expectations and feelings. According to the Chartered Institute of Personnel and Development (CIPD) (2020) employee well-being is the absence of psychological, mental, and physical ill health due to work-related stress causing the employee to be sick. Employee well-being consists of three components (Page & Vella-Brodrick, 2009). These are subjective well-being, workplace well-being, and psychological well-being (Page & Vella-Brodrick, 2009). Due to workaholicism, burnout, and work engagement, partly due to long working hours, job characteristics or design and work outcome can affect the person's psychological well-being due to stress (Schaufeli, Taris, & Van Rhenen, 2008). Furthermore, employee well-being can be affected by physical strains and psychological disposition also due to the work itself and work outcome (Mitchell, 2020). The term "employee well-being" refers to the overall wellness that an employee experiences in their job. Employee well-being is subjective, connoting physical and psychological aspects (Butt, Abid, Arya, & Farooqi, 2020).

Also, Page and Vella-Brodrick (2009) maintain that employee well-being consists of three components, namely, subjective well-being, which is the combination of positive and negative effects, and life satisfaction of employees. People often equate this with happiness (Page & Vella-Brodrick, 2009). Angner (2010) was of the view that workplace well-being is the fundamental element of successful organizations. Therefore, employees seek to derive meaning, happiness, and social connections from their work, as well as opportunities for professional learning and personal growth (Slemp, Kern, & Vella-Brodrick, 2015). In line with the above, this study focuses on employee well-being with an emphasis on mental well-being, physical well-being, social well-being, workplace well-being, and subjective well-being. The above components were outlined in the discussions below.

### 2.4. Mental Well-Being

According to Avey, Luthans, Smith, and Palmer (2010) employee well-being refers to the psychological well-being of employees over time. Mental well-being concerns optimal psychological functioning and experiences, as well as employees' perceptions of engagement with inescapable life challenges and forming quality relationships with others (Garg & Rastogi, 2009).

More evidence suggests that MJH depletes rather than enriches mental well-being (Boyd, Sliter, & Chatfield, 2016). A study on multi-job holding is physically demanding, and risky jobs and service work revealed a higher risk of depletion of psychological well-being (Boyd et al., 2016; Walsh, Dahling, Schaarschmidt, & Brach, 2016). Caza, Moss, and Vough (2018) assert that multi-job holders can have issues with identity and self-presentation that could deplete their psychological well-being. Hennekam (2017) found in a study that artists who took up a secondary job struggled to manage multiple jobs and occasionally faced challenges with identity and self-presentation. This findings aligns with the cognitive activation theory of stress, which suggests that employees who engage in multiple jobs may face the risk of work overload, potentially leading to detrimental effects on their physical and psychological health (Mitchell, 2020).

However, there is some evidence that psychological enrichment is beneficial. Campion, Caza, and Moss (2020) discovered that, despite facing difficulties with work-family balance, male blue-collar multiple-job holders (moonlighters) had higher emotional stability than single-job holders. Campion et al. (2020) further aver that multi-jobholders reported less stress than single jobholders, implying that secondary jobs can have a compensatory effect for employees with unsatisfactory experiences in their primary jobs (McKenzie, 2017). Considering the above, one could argue that MJH may deplete or enrich multiple job holders' psychological well-being.

### 2.5. Physical Well-Being

Researchers have conducted a few studies to directly assess the impact of MJH on the physical health of employees in their primary place of employment (Campion et al., 2020). It was noted that multi-job holders

generally work more hours than single-job holders and have fewer hours of sleep per night than single-job holders (Marucci-Wellman, Lin, Willetts, Brennan, & Verma, 2014). It was further noted that multiple job holders are at a higher risk of injury at work due to tiredness (Campion et al., 2020; Marucci-Wellman et al., 2014), which affects or results in compromised job performance in the primary job (Russo, Fronteira, Jesus, & Buchan, 2018). Physical well-being may also accumulate between different jobs, resulting in symptoms like headaches, tiredness, difficulty sleeping, and reduced opportunities for exercise (Campion et al., 2020).

Furthermore, MJH hampered multi-job holders' own lives by limiting their ability to go out and participate in health and fitness activities when compared to individuals with a single job (Campion et al., 2020). Long and irregular work hours also affect sleepiness and fatigue, impair job performance, and elevate the risk of a work-related injury to multiple job holders (Arlinghaus et al., 2012; Basner, Spaeth, & Dinges, 2014; Williamson et al., 2011). A lack of rest breaks, due to long working hours or rotating shifts, all have a negative influence on the physical well-being of multiple job holders (Marucci-Wellman, Lombardi, & Willetts, 2016). Chronic partial sleep deprivation at night causes fatigue-related performance problems that may harm the physical well-being of multiple job holders (Williamson et al., 2011).

Additional work for a different employer as part of MJH may jeopardize an employee's safety, usually unrecognized by either the primary or secondary employer, and for many service workers, such as transportation and hospital employees, it may put the safety of those around them or engage their services at risk (Marucci-Wellman et al., 2016). The physical well-being of multi-job holders is negatively influenced due to a lack of time for relaxation, resulting in injuries to multi-job holders and other employees in the organization. The affirmations by Williamson et al. (2011); Arlinghaus et al. (2012) and Basner et al. (2014) provide evidence that multiple job holders' long and irregular working hours not only led to sleepiness, fatigue, and poorer job performance but could also have a negative influence on the multiple job holder's physical well-being. The latter is pertinent to the depletion or negative stance of the RBT that holds that employees who experience difficulties in carrying out their tasks and fulfilling a role when a person's total role system (workload) is over-demanding might deplete their health negatively (Arlinghaus et al., 2012).

## 2.6. Social Well-Being

According to Dunaeva (2018) social well-being defines an employee's needs and interactions with family, community, and wider society and is composed of social adjustment and social support (Dunaeva, 2018). Social adjustment refers to personal satisfaction with relationships, while social support is the quality of contacts or interactions with a person's public network and the feeling of protection related to those contacts (Dunaeva, 2018).

Research on how MJH impacts social well-being generally supports the depletion logic of multiple job holders (Atherton, Faria, Wheatley, Wu, & Wu, 2016). It was further noted that MJH works more hours than single jobholders, resulting in less time for quality interactions with family and friends (Bamberry, 2012).

However, some studies Kumar and Chaturvedi (2017) have found no difference in the belief that MJH fosters positive work-family relationships. It was further argued that the flexibility of arrangement gives multi-job holders a greater sense of control over their work, allowing them to better manage work and family life and to socialize with friends (Campion et al., 2020). However, flexibility and autonomy can have both positive and negative effects (Campion et al., 2020). This is because an employee's time away from work means fewer compensated working hours, which is a known challenge of self-employment (Campion et al., 2020). While there may be some benefits in terms of flexibility, there is currently more evidence for the depleting effects of MJH on multi-job holders' social well-being.

### 2.7. Workplace Well-Being

This is critical to the long-term viability of individual employees and organizations, of which public institutions cannot be excluded (Aryanti, Sari, & Widiana, 2020). Murat, Aytac, and Bondy (2011) state that workplace well-being influences employee welfare, which determines long-term sustainability in an organization's performance. Herwanto and Umami (2017) asserted that enhancing the workplace well-being of employees is a duty, as it enhances their overall performance, which in turn enhances the institution's performance. This is supported by the enrichment or positive role balance stance of the RBT that holds employees who engage in MJH might tend to engage in every role with equally great effort, devotion, attention, and care (Rantanen, Kinnunen, Mauno, & Tillemann, 2011).

Studies have shown that the workplace well-being of employees with high self-efficacy drives positive well-being and higher self-esteem of these employees (Singh, Pradhan, Panigrahy, & Jena, 2019). Also, employee performance is determined not only by how employees behave in the workplace but also by observing their commitment to the workplace (Bozionelos & Singh, 2017). As a result, employers should work on factors that promote employees' commitment to their primary job (Bozionelos & Singh, 2017). To promote sustainable performance in the workplace and subsequent workplace well-being, employers are encouraged to create an enabling working environment in public universities and hospitals (Adelugba, 2023). Furthermore, HRM departments should provide staff training, development programmes, and workload management to ensure that employees are fully committed and dedicated to the workplace (Adelugba, 2023).

### 2.8. Subjective Well-Being

Subjective well-being refers to self-evaluations that people make of their lives, as well as their sentimental reactions to their experiences (Organisation for Economic Co-operation and Development (OECD), 2013). Aryanti et al. (2020) agree with the above definition and state that subjective well-being assesses the overall life experience, including the positive and negative effects and feelings of happiness. Diener, Lucas, and Oishi (2018) also refer to subjective well-being as the degree to which a person feels or believes that his or her life is going well. According to Señedo and Merin (2021) no guaranteed increase in subjective well-being for individual employees will increase productivity or profitability at the workplace.

This is because group dynamics come into play when examining relationships in a workplace (Burns & Machin, 2013; Señedo & Merin, 2021). Diener and Chan (2011) assert that there is substantial evidence pointing to subjective well-being having a positive effect on a person's physical health. There is also evidence to suggest that higher subjective well-being can raise an individual's levels of creativity and problem-solving abilities and may encourage pro-social behaviour and greater levels of engagement at the workplace (Lyubomirsky, King, & Diener, 2005).

Another important factor in subjective well-being is employee commitment to the organization and its emotional climate (Aryanti et al., 2020). Also, positive emotions broaden one's repertoire of thought-actions, thereby building one's long-term cognitive, social, psychological, and physical resources (Aryanti et al., 2020). Positive emotions, on the one hand, foster relationships, reflect higher energy levels, demonstrate greater interest and appreciation in the workplace, and enhance physical strength and cognitive activity. On the other hand, unpleasant and stress-related emotions often experienced by MJH, such as anger, worry, despair, weariness, and fear, represent absurd mental states (Aryanti et al., 2020).

Bryson, Forth, and Stokes (2017) noted that although there is not much empirical data on the relationship between employees' subjective well-being and performance at the level of the workplace, increased subjective well-being of individual employees. It is also possible that policies and practices that aim to improve subjective well-being may boost workplace performance (Bryson et al., 2017). In addition, research indicates that people with high subjective well-being are more likely to practice better health behaviors in addition to having better health (Diener

& Chan, 2011; Pressman & Hooker, 2013). This suggests a possible causal pathway connecting subjective well-being to these results or the productivity of employees (Diener & Chan, 2011; Pressman & Hooker, 2013). The study therefore establishes the following hypothesis to analyse the relationship between multiple job holding, employee well-being, and primary job performance:

*H1<sub>o</sub>: Multiple job holding has no significant influence on employee well-being.*

*H1<sub>a</sub>: Multiple job holding has a significant influence on employee well-being.*

*H2<sub>o</sub>: Employee well-being has no significant influence on primary job performance.*

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*H3<sub>o</sub>: Multiple job holding has no significant influence on primary job performance.*

*H3<sub>a</sub>: Multiple job holding has a significant influence on primary job performance.*

### 3. THEORETICAL FRAMEWORK

A theoretical framework refers to a specific collection of theories that relate to the phenomenon under investigation (Du Plooy-Cilliers, Davis, & Bezuidenhout, 2014). The research study is guided by this conceptual starting point and frame (Du Plooy-Cilliers et al., 2014). The theoretical framework or theories on which this article was grounded are outlined in more detail in the discussion below.

#### 3.1. Job Demand Theory

The general adaptation syndrome model of stress (SMS) is closely associated with the job demand theory, which asserts that employee well-being can be adversely affected when the job demands are high and the resources are low, culminating in high strains and low motivation (Bakker & Costa, 2014). Bakker and Costa (2014) further state that the opposite holds when job demands are high and the resources to execute the jobs are also high; this increases employee engagement and performance. The job demand theory will be extended to how it can affect labour turnover or how it can serve as an impetus to MJH.

Demerouti, Bakker, Nachreiner, and Schaufeli (2001) indicate that early job demand resources models include the two-factor theory proposed by Herzberg (1966) the job characteristics model propounded by Hackman and Oldham (1980) the demand-control model postulated by Karasek (1979), and lastly the effort-reward imbalance model of Siegrist (1996). According to Demerouti et al. (2001) job demands refers to aspects of the job that necessitate sustained physical and/or psychological effort, thereby resulting in certain psychological and/or psychological costs. Examples include high work pressure and emotionally demanding interactions that an employee experiences while engaging in MJHs in various work environments. The job demand theory holds that job demands are unique predictors of exhaustion in employees who engaged in MJH over time (Demerouti et al., 2001). Bakker, Demerouti, and Verbeke (2004) demonstrated that job demands were the most important predictors of absence duration (an indication of health problems) via burnout. Bakker et al. (2004) further noted that job demands predicted other ratings of in-role performance through exhaustion.

Bakker and Wang (2020) also demonstrated that self-defeating behaviors were positively related to work pressure and emotional demands. This implies that employees who cause stress, confusion, and conflict of job holdings create more job demands, resulting in MJH exhaustion and poor job performance (Bakker & Wang, 2020).

#### 3.2. Job Design Theory

The goal of job design theory is to ensure that employees feel satisfied and happy about their work so that they can perform their best through the purposeful and systematic allocation of tasks and responsibilities (Bakker & Costa, 2014).

The job demand theory demonstrates how certain key characteristics of job design influence an employee's psychological state and, ultimately, their performance (Morgeson & Humphrey, 2006). Morgeson and Humphrey

(2006) introduced the Work Design Questionnaire (WDQ), which expanded the Job Characteristics Model by adding several additional job-related characteristics concerning how the work itself is performed and the nature of tasks associated with a given job (Rogers, Miller, Flinchbaugh, Giddarie, & Barker, 2021). Theorists and workplace scholars alike readily recognize the function differential pay serves in the design of jobs and the division of labour (Rogers et al., 2021).

### 3.3. Role Balance Theory

Role balance theory focuses on the basic sociological problem of employees (Hummon & Doreian, 2003). Also, role balance theory is a set of generative mechanisms for changes in dyadic ties that coherently create trajectories of signed networks (Hummon & Doreian, 2003).

The theory of role balance incorporates either a positive (enrichment) or a negative (depletion) role-balancing stance (Diego-Medrano & Salazar, 2021). Positive role balancing refers to the tendency to engage in every role with equally great effort, devotion, attention, and care (Rantanen et al., 2011). Also, negative role balance, on the other hand, describes the "tendency to engage in roles with apathy, cynicism, minimal effort, and low attentiveness" (Rantanen et al., 2011). "Low levels of inter-role conflict and high levels of inter-role facilitation" are characteristics of WLB based on role balancing theory (Frone, 2003).

Positive role balance is the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care (Diego-Medrano & Salazar, 2021). In a positive role balance, the employee is more mindful about his or her primary job (Diego-Medrano & Salazar, 2021). Diego-Medrano and Salazar (2021) further suggest that when people organize a set of equally positive commitments to all roles, there will be salutary consequences for their well-being. Employees with more balanced role systems will report less role strain, more role ease, greater well-being, and more positive role-specific experience than people with less balanced role systems (Diego-Medrano & Salazar, 2021).

Caza, Main, and Stuart-Edwards (2022) in their work cited Goode (1960) and claimed that the role-balanced theory holds that employees experience difficulties in carrying out their tasks and fulfilling a role when a person's workload is over-demanding and he/she has depleted health. A holistic rather than an atomistic level of analysis calls on the way roles function as a single pattern or system (Caza et al., 2022). The role balancing theory holds that the role balancing hypothesis asserts that when an employee performs numerous roles or tasks, as in the case with MJH, it will result in either depletion or enrichment (Greenhaus & Powell, 2006). Others find it fulfilling, producing improved performance and a greater sense of truthfulness (Boyd et al., 2016; Livanos & Zangelidis, 2012). However, some research suggests that taking an additional job is draining and results in negative (depletion) individual and workplace consequences (Caza et al., 2018). Additionally, proponents of role balancing theory contend that role overload and role conflict lead to depletion from role accumulation, which results in unsatisfactory performance at work and issues at home (Owens, Baker, Sumpter, & Cameron, 2016). While enrichment has gained popularity, the depletion role viewpoint has dominated the literature (Ramarajan, Rothbard, & Wilk, 2017).

The role-balanced theory holds regarding the enrichment argument that the role accumulation of people engaging in a secondary job can invigorate and improve their well-being and produce meaning (Owens et al., 2016). The enrichment argument, as highlighted by Rothbard (2001) assumes that the advantages of playing many roles exceed the disadvantages, resulting in net enjoyment. Nunoo et al. (2018) on the other hand, asserted that when two or more sets of role pressures coexist in the focus person's psychological field, it becomes challenging or impossible to follow the dictates of one set.

### 3.4. The Underlying Theoretical Framework

Although the above theories have some relevance, the study has posited two competing theoretical arguments, namely depletion and enrichment, to address the dynamics of engaging in multiple roles (Lenaghan &

Sengupta, 2007). Given the research problem, the depletion argument of Goode (1960) in the RBT of Caza et al. (2022) is considered overarching theoretical framework of this study. This is because the RBT has a role in determining the depletion and enrichment effects on the public sector employees who engage in MJH.

Based on the preceding discussion and our theoretical model, we hypothesize the following interconnected relationships as Figure 1.

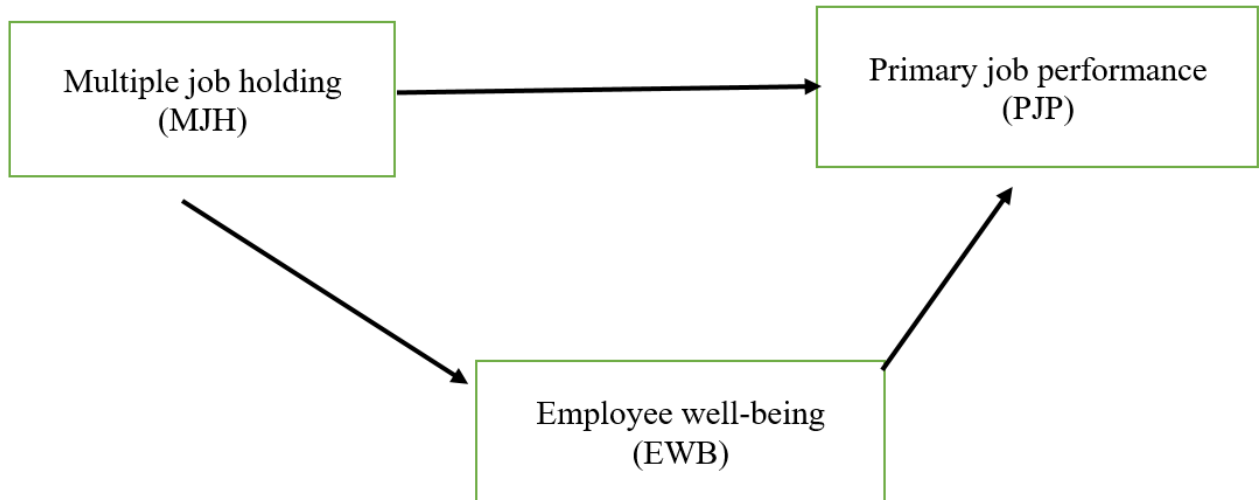


Figure 1. The hypothesised relationship among variables.

## 4. METHODOLOGY

### 4.1. Data Collection and Sample Description

According to Bless, Higson-Smith, and Sithole (2014) and Salkind (2018) data collection can be classified into primary and secondary data. In this study, recent information and literature about MJH, or moonlighting, employee well-being, and primary job performance were collected. According to Du Plooy-Cilliers et al. (2014) quantitative data collection methods such as surveys using a structured questionnaire are used to test hypotheses derived from theories. Therefore, the study data was collected using a structured questionnaire. Subsequently, the data collected from the literature study, as well as from the empirical study, contributed to the development of a proposed model, which provides a new framework for understanding and managing MJH in relation to employee well-being and primary job performance in the context of public sector employees in Ghana.

As mentioned above, a structured questionnaire was applied in this study. A structured questionnaire is a useful instrument because respondents can complete it without any direct assistance from the researcher (Salkind, 2018). The questionnaire consisted of close-ended questions, and a six-point Likert scale was applied. The structured questionnaire consists of six different categories, namely Category A: Demographics, Category B: Work Conditions, Category C: Employee Well-being, Category D, Primary Job Performance, and Category E, Secondary Job Performance.

Once the questionnaire design was complete, we categorized the constructs to streamline the data capture process. Data was captured on Microsoft Excel before detailed analysis was conducted in SMART PLS-Partial Least Squares. The researcher further made use of multivariate analysis and structural equation modeling. In order to provide an explanation or prediction, a multivariate analysis technique ensures simultaneous analysis of two or more variables (Kumar & Chaturvedi, 2017). It helps to understand how one or more variables affect other variables. The study employed the multiple regression analysis. This is because multiple regression is usually used when there is a need to establish a relationship between a dependent variable and more independent variables (Kumar & Chaturvedi, 2017). The study has more than one independent variables, which makes multiple regression better used. According to Phiakoksong, Niwattanakul, and Angskun (2013) structural equation modeling explores



principal factors and estimates the relationship between these factors. It can analyze complex relationships among variables and assist the researcher in identifying which aspects of the model conflict with the data and which fit best (Rahman, Shah, & Rasli, 2015).

## 5. DATA ANALYSES AND RESULTS

The article aims to investigate multiple job holding (MJH), employee well-being (EWB), and primary job performance (PJP) directly and indirectly. Table 1 presents the demographic characteristics of the respondents. The gender distribution shows that most of the respondents were male (59.1%), while 40.9% were female. The demographic results indicate that gender plays a significant role in the probability of engaging in MJH, with more males than females engaged in MJH among public sector employees in Ghana. This finding is consistent with that of Schulz, Urbig, and Procher (2017) who concluded that more males engage in MJH than females.

The age range results show that the majority of participants were in the age range of 31-40 years (38.9%), followed by those in the 41-50 years range (35%). Additionally, 14.6% and 11.5%, respectively, were in the year ranges of 20-30 years and above 50 years brackets. The results suggest that age is a significant factor, with mid-career and older ages tending to have a higher probability of engaging in MJH. This confirms the findings of Nunoo et al. (2018) which suggest that young public sector employees have lower rates of MJH than older public sector employees in Ghana.

Regarding the educational level of the respondents, it was found that majority of respondents hold a master's degree (26.1%), followed by respondents with a PhD (22.3%). Additionally, 20.3%, 19.2%, and 10.4% hold a bachelor's degree, honours/postgraduate diploma, and a diploma qualification, respectively, while the remaining 1.7% hold qualifications below a diploma certificate. The findings suggest that the educational level of public sector employees in Ghana increases the probability of engaging in MJH. One possible explanation for this finding is that public sector employees in Ghana with higher qualifications may have a greater need to diversify their job portfolios and career paths by engaging in MJH.

The study examines the relationship between the various demographic variables and multiple job holding (MJH) among public sector employees in Ghana. The results showed that the majority (27.9%) of respondents had 11-15 years of experience in public sector work, 23.7% of respondents had 6-10 years of experience, and 22.9% of respondents had 16-20 years of working experience. These results suggest that more experienced public sector employees in Ghana are more likely to engage in MJH.

The majority of respondents (62.9%) were Christians, followed by Muslims (32.1%), traditional African religions (3.5%), and Hinduism (1.4%). The findings suggest that Christians are more likely to engage in MJH than other religious groups in Ghana.

Regarding marital status, the results revealed that the majority of respondents (58.7%) were married while 21.4% were single. It was further noted that 15.5% were divorced/separated, and 4.5% were widowed. The findings suggest that being married places an extra financial burden on partners, and therefore, they must diversify income sources by engaging in MJH. This finding is consistent with the results of Schaufeli et al. (2008) which indicate that most public sector employees in developing countries such as Ghana struggle to pay their children's school fees. Therefore, parents or married couples have to engage in MJH to assist their families and dependents.

Finally, the results showed that the majority of respondents (60.0%) were full-time employees, 33.1% of respondents were full-time contract renewable employees, and 6.9% of respondents were part-time contract employees. The findings suggest that the probability of engaging in MJH increases among full-time and full-time contractual renewable public sector employees in Ghana. These findings are consistent with those of Sakyi and Agomor (2021) which indicate that the practice of MJH is more common among permanent or full-time employees in the public sector than in the private.

**Table 1.** Demographic characteristics of respondents.

Variable	Category	Frequency	Percentage
Gender	Male	489	59.1%
	Female	339	40.9%
Age range	20-30 years	121	14.6%
	31-40 years	322	38.9%
	41-50 years	290	35.0%
	Above 50 years	95	11.5%
Highest education	PhD	185	22.3%
	Master's	216	26.1%
	Honours/PGDip	159	19.2%
	Bachelor's/Adv dip	168	20.3%
	Diploma	86	10.4%
	Below diploma	14	1.7%
Length of service	1-5 years	153	18.5%
	6-10 years	196	23.7%
	11-15 years	231	27.9%
	16-20 years	190	22.9%
	21 years and above	58	7.0%
Religion	Christian	521	62.9%
	Muslim	266	32.1%
	Traditional Africa	29	3.5%
	Hinduism	12	1.4%
Marital status	Married	486	58.7%
	Divorced/Separated	128	15.5%
	Widow	37	4.5%
	Single	177	21.4%
Primary job status	Full-time permanent	497	60.0%
	Full-time contract renewable	274	33.1%
	Part-time contract	57	6.9%

Note: PhD= Doctor of philosophy; PGDip = Post graduate diploma.

**Table 2.** Drivers of MJH.

Driver	Mean	Std. deviation
Job security	4.698	2.572
Flexibility of working hours	4.564	1.500
Salary/Wage	4.422	1.738
Career development prospects	4.191	2.665
Working outside the 'usual' (Normal) working hours	3.874	1.700
Hours of work in a week	3.841	1.721
My work appears interesting	3.476	1.639

The article investigated the factors driving moonlighting job habits (MJH) among public sector employees in Ghana. The findings in [Table 2](#) indicate that job security is the most important driver of MJH among the respondents ( $M=4.698$ ; Standard Deviation (SD)= $2.572$ ). Additionally, the respondents ( $M=4.564$ ;  $SD=1.500$ ) perceived flexible working hours as an important driver of MJH. However, salary/wage was perceived as a somewhat important driver of MJH among the participants ( $M=4.422$ ;  $SD=1.738$ ). Career development prospects received a similar rating ( $M=4.191$ ;  $SD=2.665$ ). The remaining factors, such as working outside the usual working hours, hours of work in a week, and appearance of work deemed interesting, were all perceived as somewhat important drivers of MJH among the participants.

The findings suggest that job security is the most important factor driving MJH among the respondents. These results are consistent with the findings by [Sakyi and Agomor \(2021\)](#) and [Amini-Philips \(2019\)](#) which claimed public sector employees engage in MJH due to low salary levels in Ghana. [Beynon, Jones, Pickernell, and Packham \(2015\)](#) also claim that in addition to financial reasons, there are other non-financial reasons why employees engage in MJH, such as job insecurities, gaining experience, and gaining additional skills and knowledge.

The respondents perceived flexible working hours as an important driver of MJH. This finding corresponds with the view that flexible working hours of academics are one of the relevant drivers of MJH among academics (Bouwhuis et al., 2018).

**Table 3.** Path coefficient.

Variables	Beta	f <sup>2</sup>	T statistics	P values
Employee well-being -> Primary job performance	0.147	0.016	3.825	0.000
Multiple job holding -> Employee well-being	0.265	0.042	5.891	0.000
Multiple job holding -> Primary job performance	0.053	0.001	0.830	0.203

The findings presented in [Table 3](#) indicate that changes in employee well-being have a significant and positive influence on the variance in primary job performance (Beta=0.147; p=0.000: p<0.05; t-value=3.825: t-value>1.96), albeit with a small effect size (f<sup>2</sup>=0.016). These results suggest that a unit increase in employee well-being leads to a significant 0.147 improvement in primary job performance among public sector employees in Ghana. Conversely, a unit decrease in employee well-being results in a significant reduction in primary job performance. These findings confirm that the predictive connection between employee well-being and primary job performance is positive and significant despite the small effect size as indicated by the f-square score.

Furthermore, the predictive role of employee well-being in driving significant changes in primary job performance is not due to chance but rather a result of a scientifically established interaction among the indicators incorporated in the estimated model.

This finding is consistent with that of [Adams \(2019\)](#) who points out that employees with good physical, emotional, and mental well-being tend to be more productive in the workplace, leading to improved primary job performance. Therefore, investing in employee well-being is crucial in positioning employees to make meaningful contributions toward improving primary job performance. By doing so, public institutions can enhance their competitiveness, success, and ability to survive in the turbulent business world ([Adams, 2019](#)).

Also, the study results indicate that multiple job holding has a statistically significant positive effect on predicting changes in employee well-being (Beta= 0.265; p=0.000: p<0.05; t-value=5.891: p-value>1.96), albeit with a small effect size (f<sup>2</sup>=0.042). These findings suggest that a unit increase in employee MJH results in a significant 0.265 improvement in employee well-being. Conversely, a unit decrease in employee MJH results in a significant 0.265 reduction in employee well-being. These results confirm a positive and significant predictive relationship between MJH and employee well-being, albeit with a small effect size, as indicated by the f-square score.

The above findings are consistent with the findings of [Campion et al. \(2020\)](#) which suggest that male blue-collar employees who engage in MJH tend to be more energetic and enthusiastic and have higher emotional stability than single-job holders. Additionally, [Jamal, Baba, and Riviere \(1998\)](#) assert that employees who engage in MJH experience less stress than single job holders.

The collective findings of this study suggest that multiple job holding empowers employees to make meaningful contributions, leading to good rewards and, ultimately, better life outcomes. Furthermore, these findings indicate that MJH improves employee well-being. [Amini-Philips \(2019\)](#) suggests that healthy employees with good well-being can improve productivity in the public sector.

From the above, individual employers in public institutions need to take employee well-being seriously, because an employee's inability to perform at full capacity can lead to inefficiency and low productivity ([Adams, 2019](#)).

Therefore, promoting employee well-being through measures such as MJH can lead to a more productive workforce and better outcomes for both employees and public institutions. Hence, public institutions should develop policies and programs that prioritize employee well-being to improve productivity, engagement, and overall organizational success ([Adams, 2019](#)).

The analysis conducted on the impact of MJH on primary job performance revealed that MJH had some statistically insignificant positive contribution to causing the change in primary job performance among the respondents (Beta=0.053:  $p=0.203$ :  $p>0.05$ :  $t\text{-value}=0.830$ :  $t\text{-value}<1.96$ ). The results suggest that MJH does not improve the respondents' primary job performance. Therefore, it could be inferred that MJH does not significantly impact primary job performance among the respondents, as observed in this empirical study.

These findings are consistent with the observations made by Sabron and Hassim (2018) who noted that public sector employees who engage in MJH suffer from a lack of commitment to their primary job, resulting in decreased productivity, incomplete tasks, and lower job performance. Also, the findings of Nunoo et al. (2018) indicate that employees in the public sector in Ghana tend to take on secondary or more jobs, resulting in spending fewer hours at their primary workplaces, which can lead to distractions at their primary jobs. The findings of Campion et al. (2020) and Sakyi and Agomor (2021) also revealed that lecturers in state universities in Ghana who participate in MJH are more likely to perform poorly in their primary jobs. The insignificant relationship between MJH and primary job performance confirms the negative position of the role balance theory, which states that a negative role balance can cause an employee to become fully disconnected in the performance of their roles, to the detriment of their primary job (Diego-Medrano & Salazar, 2021).

The findings of this study further confirm the claim that MJH negatively harms the performance of public sector employees. Academics who engage in MJH concurrently with their primary job at the state university may account for the insignificant positive effect of MJH on primary job performance, leading to a decline in productivity and an inability to meet or maintain job performance requirements at the primary job (Campion et al., 2020; Winters, 2010). In addition, many healthcare employees in Ghana perform MJH activities that may lead to lower job performance in public healthcare facilities (Lieven et al., 2011). The finding is further supported by the negative depletion perspective of the RBT, which holds that role accumulation of multiple job holders leads to depletion resulting in low performance at the primary job.

Furthermore, the results from Table 4 show employee well-being potentiated significantly and positively the explanatory relationship between MJH and primary job performance (Beta=0.039;  $p=0.001$ ;  $p<0.05$ ;  $t\text{-value}=3.127$ ;  $t\text{-value}>1.96$ ). This finding confirms that employee well-being is a pivotal element in improving the state of primary job performance. Adams (2019) explains that there is a nexus between employee well-being, productivity, and job performance.

Table 4. Mediation results (Specific indirect effect).

Variables	Beta bet	T statistics	P values
Multiple job holding -> Employee well-being -> Primary job performance	0.039	3.127	0.001
Multiple job holding -> Employee well-being -> Secondary job performance	0.063	4.320	0.000

Table 5. Construct reliability and validity.

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee well-being (EWB)	0.762	0.817	0.861	0.676
Multiple job holding (MJH)	0.820	0.871	0.884	0.661
Primary job performance (PJP)	0.677	0.706	0.818	0.601

Table 5 summarizes the validity and reliability results of the final estimated model, which tested the formulated hypotheses. Except for primary job performance, which had a somewhat slight score of Cronbach's Alpha less than

0.677. The remaining constructs had Cronbach's Alpha greater than 0.7. This situation does not pose any substantial threat to the estimated model. Besides, rho\_a scores for the latent constructs prove the primary data were reliable for the estimation of the structural model. All the latent constructs had rho\_a scores of more than 0.7 as required in this instance, as evidenced by scientific empirical evidence (Ahrholdt, Gudergan, & Ringle, 2019; Benitez, Henseler, Castillo, & Schubert, 2020). Composite reliability scores for the latent constructs are satisfactory (composite reliability CRs>0.7) therefore, this is a good result. Convergent validity scores for the latent constructs are satisfactory (AVEs>0.5) (Sarstedt, Hair Jr, Cheah, Becker, & Ringle, 2019). These results imply that all the constructs do not have any weakness regarding the reliability of the primary data that were relied on, specifying the model used for testing the specific hypotheses. Additionally, the validity of items measuring the constructs enhances confidence in the estimated model (Ahrholdt et al., 2019; Benitez et al., 2020).

Structural model indicator reliability is outlined in Table 5.

**Table 6.** Indicator reliability.

Variables	Loading	T statistics	P values
MJH1 Multiple job holding (I work two or more paid jobs at a time)	0.911	88.158	0.000
MJH2 Multiple job holding (I work other paid jobs outside my primary job working hours)	0.934	102.080	0.000
MJH3 Multiple job holding (I work other paid jobs during my primary job working hours)	0.763	33.998	0.000
MJH5- Multiple job holding (I work for a primary paid job and for myself)	06.000	20.809	0.000
PJP3 Primary Job performance (I can separate my main issues from side issues at work)	0.809	22.207	0.000
PJP4 Primary job performance (I can perform my work well with minimal time and effort)	0.824	29.478	0.000
PJP5 Primary job performance (My planning is optimal)	0.685	13.303	0.000
EWB1 Employee well-being (I feel depressed from the stress and demands of day-to-day life)	0.696	21.618	0.000
EWB4 Employee well-being (I care for things that are important to me, not what is important to others)	0.894	96.497	0.000
EWB5 Employee well-being (At work, I feel mentally exhausted)	0.862	71.968	0.000

The findings in Table 6 show the performance of the indicators in measuring the constructs they purported to measure in the context of the study. The range of the indicator scores was between 0.609 to 0.934. These indicators also made significant contributions to measuring the variables they purported to be measuring: p-values<0.05; t-values>1.96 (Ahrholdt et al., 2019; Benitez et al., 2020).

## 6. CONCLUSION AND RECOMMENDATIONS

In conclusion, the findings provide valuable insights into the complex interplay between employee well-being, multiple job holding (MJH), and primary job performance in the public sector of Ghana. The study also highlighted the implications of the findings, acknowledged its limitations, and recommended further research to deepen our understanding of the topic.

## 7. IMPLICATIONS OF FINDINGS

The analysis reveals a positive and significant relationship between employee well-being and primary job performance, underscoring the importance of promoting a healthy work environment for enhanced productivity.

A positive association between MJH and employee well-being further highlights the potential benefits of engaging in multiple job roles, as it contributes significantly to improved well-being. This aligns with existing literature suggesting that individuals involved in MJH may experience increased energy, enthusiasm, and emotional stability compared to their single-job counterparts. However, a critical nuance emerges when examining the impact

of MJH on primary job performance. Contrary to expectations, the study finds that MJH does not significantly enhance primary job performance among the respondents. This result echoes previous research indicating that public sector employees involved in MJH may face challenges in maintaining commitment to their primary job, leading to decreased productivity and performance.

The findings further concluded that the insignificant positive effect of MJH on primary job performance is attributed to factors such as concurrent engagement with primary job responsibilities, resulting in decreased productivity and failure to meet job performance requirements. Furthermore, the MJH validates the negative perspective of the Role Balance Theory (RBT), highlighting how an imbalance in roles can result in disengagement from the primary job and suboptimal performance.

Interestingly, the study also reveals that employee well-being is critical in moderating the relationship between MJH and primary job performance. This implies that fostering a positive work environment and prioritizing employee well-being can potentially mitigate the negative impact of MJH on primary job performance.

In practical terms, these findings emphasize the need for public institutions in Ghana to take a holistic approach to employee well-being. While promoting MJH for its positive effects on well-being, it is crucial to address the potential pitfalls, ensuring that employees can balance multiple roles without compromising their primary job performance. This holistic approach may involve targeted interventions to enhance employee well-being, manage workloads effectively, and create a supportive organizational culture.

Finally, the study contributes valuable insights to the ongoing discourse on the intricate relationships between employee well-being, MJH, and primary job performance, providing a basis for informed decision-making and policy formulation in the context of public sector work in Ghana.

## 8. LIMITATIONS

According to Du Plooy-Cilliers et al. (2014) limitations can be described as constraints in a research study that are out of the researcher's control, such as financial resources, access to information, and time constraints. The limitations are:

The unwillingness of public sector employees to participate in the study. The results may experience selection bias as certain groups of public sector employees expressed unwillingness to participate. This potential bias could limit the applicability of the findings to a broader context.

Additionally, there were delays in obtaining ethical clearance for data collection. The timely administration of questionnaires was impeded by the delays in acquiring ethical clearance letters from some public sector organizations. This delay could have influenced the overall timeline for data collection, potentially introducing biases into the obtained responses.

## 9. FUTURE RESEARCH SUGGESTIONS

The present study has some limitations that suggest some avenues for future research to expand the understanding of the links between employee well-being, multiple job holding, and primary job performance. The suggestions are:

Firstly, future studies should involve longer data collection periods to explore the dynamic nature of the relationships between the study variables. This will enable researchers to track employees over time and gain insights into how changes in multiple job holdings and employee well-being impact primary job performance.

Secondly, sector-specific investigations should be conducted to explore the variations in the relationships between employee well-being, multiple job holding, and primary job performance across different industries. This will provide industry-specific insights for organizations to tailor their interventions to their unique contexts.

Finally, comparative studies should be considered in the future, including cross-regional or country comparisons. This will help explore the cultural and contextual factors that may influence the relationships

identified in the study. This will enable organizations to further tailor their approaches to employee well-being based on cultural refinement.

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**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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