

## Effect of Adjunct Lecturers' Job Security on Employee Performance: Evidence from Universities in Kakamega County, Kenya

Makori Ezekiel Makori\* and Jackline Akoth Odera

School of Business and Economics, Masinde Muliro University of Science and Technology, P. O. Box 190 - 50100 Kakamega, Kenya

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### Abstract

*This study examined the effect of Adjunct Lecturers' Job Security on Employee performance: Evidence from Universities in Kakamega County, Kenya. Using a descriptive survey research design, data was collected from a sample of 51 adjunct lecturers from these Universities using structured questionnaires. It was analyzed using descriptive and inferential statistics. For descriptive statistics mean, standard deviation, frequencies and percentages were used whereas for inferential statistics factor analysis and regression analysis were used. The study concluded that job security had no significant effect on employee performance in the Universities in Kakamega County, Kenya and therefore the null hypothesis is not rejected. The study recommends that organizations should give employees the assurance that their job is secured in order to enhance employee performance.*

**Keywords:** Employee Performance, Job Security

### 1. Introduction

Universities play an important role of training and developing senior level staff for national development. It plays a significant role in social, economic development. The National Center for Education Statistics (2005) released information, indicating that 48% of academic staff in universities in the United States are adjunct. There is an increasing trend in numbers of adjunct faculty across international spectrum of university learning as well (Mueller, Mandernach & Sanderson, 2013; Cowley, 2010). In their study, Gottschalk and McEachern (2010) report that there is an increase of adjunct staff working at several institutions but seeking job security through a full-time academic position. Adjunct academic faculties are paid less money than the full time faculty (Mueller, *et al*, 2013). A study by Rahman, (2001) opine that relying on adjunct faculty gives universities increased scheduling flexibility which allows the institution to add or reduce courses depending on enrolled students. Similarly, Universities can avoid paying since adjunct payments are based on courses offered.

A study by Martinek *et al.* (2006), report that during any semester adjuncts are hired to teach students on contract basis. According to Blum (2011) these adjuncts are not sure whether they will be given another chance the next semester few weeks before the term starts. The top most concern of adjunct faculty has been concern of non tenure track record done through various studies conducted by the American Federation of Teachers

(2010). Research by Cross and Goldenberg (2011), report that lack of commitment by their universities can be very demotivating for faculty staff members who may have sacrificed more time, energy and resources in an institution and its students.

A report by Thompson (2003), indicate that adjunct lecturers' job security is threatened due to absence of due process protections. They are often left unprotected in the event of unfair or false claims labeled against them. A study by Fink (2012) indicates that the most important benefit is the opportunity for them to be listened to before a neutral third-party mediator. By not including adjuncts in formal performance review schedules of their job is continuous jeopardy and threatens their academic freedom.

Every employee wishes and requires a secure job (Abdullah & Ramay, 2012). According to Lambert (1991) job security is an extrinsic comfort with a positive relation with staffs' commitment and performance. In their study Khan, Nawaz, Aleem and Hamed (2012) report that job safety and security significantly impacted on commitment and performance. Thus, satisfaction with job security has a positive correlation between organizational commitment and job performance (Yousef, 1998). Job security creates job satisfaction and commitment (Thomas *et al.*2006). In their study Preuss and Lautsch (2002) reported that job security increases job satisfaction and organizational commitment.

These days, job security is perceived to be a right of any worker which ensures that the worker and family will not be denied of their entitlement and has a decent life

\*Corresponding author's ORCID ID: 0000-0000-0000-0000

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(Senol, 2011). Labor law aims to secure workers rights and cushion them from being sacked without a valid cause (Suzek, 2006). Job security is reinforced by labour laws in every country. It is difficult however, to maintain job security in the real sense due to constraints as lack of law enforcement and stringent requirement by the governments (Senol, 2011).

A study by Lumasia and Kiprono (2015) report that however hard working adjunct lecturers are doing more teaching as full time faculty, they are not accorded similar benefits and treatment. This of course discourages the adjunct faculty leaving room for suspicion to suit the bad interests of the employer and this deprives off the lecturer a fair hearing as it should be as per the new constitution.

### 1.2 Statement of the Problem

Due to expansion of University education in Kenya and reduced direct government funding for HEIs (CHE, 2006) has pushed local Public Universities to resort to using adjunct lecturers (Kipkebut, 2010). Employees' performance is dependent on long term relationship between the employee and the organization (Organ & Ryan, 1995) and agreements between organization and employee (Moorman, Blakely, & Niehoff, 1998). Uncertainty reduces the performance level of an employee, which is not better for an organization.

A study conducted by Chirumbolo (2005) found that job insecurity was negatively correlated with job performance and positively with absenteeism. In another study by Lucky, Minai and Rahman (2013) job security has a significant impact on the overall performance of employees as a well as on organizational performance. A study conducted by Subramaniam et al. (2011) on the linkage between human resource practices and organizational performance of small and medium firms in Malaysia provided a different result. Although job security was considered as a dimensional or sub variable, it was found that job security is not significantly related to organizational performance.

This study was necessary as most studies linking job security and performance has been conducted in Europe and Asia as evidenced in Chirumbolo & Hellgren, 2003; Lucky, Minai & Rahman, 2013; Leung, 2009; Subramaniam, Shamsudiam, & Ibrahim, 2011; Anwar, 2011; Probst, 2008; Sverke *et al.*, 2002. However a few studies have been reported in the African context that shows the link between job security and employee performance. This study therefore sought to fill the empirical gap by determining the effect of adjunct lecturers' job security on employee performance in Universities in Kakamega County, Kenya.

### 1.3 Objective of the Study

The main objective of the study was to determine the effect of adjunct lecturers' job security on employee performance in universities of Kakamega County, Kenya.

### 1.4 Study Hypotheses

H<sub>01</sub> Adjunct lecturers' job security has no effect on employee performance in Universities in Kakamega County, Kenya.

### 1.5 Conceptual Framework



**Figure 1:** Relationship between job security and employee performance (Source: Authors 2016)

## 2. Literature Review

### 2.1 Job Security

Job security is defined as the assurance in an employee's job security due to the general economic conditions in the country (James, 2012). It's concerned with the possibility or probability of an individual keeping his/her job (Adebayo & Lucky, 2012). According to Simon (2011) job security deals with the chances of employees keeping their jobs in order not to be unemployed. Jobs that cannot be guaranteed for reasonable period are deemed to insecure.

According to De Witte (2005) job insecurity has received growing recognition in relation with the rapidly changing organizational environment over the past decades and considered as one of the main concerns of contemporary societies. Studies have documented the negative consequences of job insecurity for both the individual and the organization (e.g. De Witte, 1999; Probst, 2008; Sverke *et al.*, 2002). On the other hand, as regards the organizational consequences, higher feelings of job insecurity were associated to lower job satisfaction and organizational commitment (De Witte, & Näswall, 2003), intention to quit the organization (Chirumbolo & Hellgren, 2003).

A study by Anwar, Aslim and Tariq (2011) reports that, job insecurity create stressful event in such a way that the employee cannot perform properly. Due to uncertainty in their jobs adjunct lecturers cannot perform in a better way. A study by Ritcher (2011) report that perceived job insecurity results in increased worry and reduced well-being for an employee. According to Chirumbolo & Hellgren, (2003); De Witte, & Näswall (2003) there is a significant and but negative relationship between significant feelings of job insecurity, and work related attitude as job satisfaction and organizational commitment. It can also result in the intention to quit the organization (Chirumbolo *et al.*, 2003; Probst, 2002). In their study Cheng & Chan (2008) pointed that two meta-analyses on job insecurity found relations between job insecurity and the aspects of decreased job satisfaction, organizational commitment, trust, performance, job involvement, mental and physical health, which fosters absenteeism and increased turnover intention.

According to Shiffman (2009) reflecting on the lower salaries received by adjunct faculty, it is not surprising that job security, advancement, and benefits were of least importance to adjunct faculty. Adjunct faculty are rather, motivated by the intrinsic rewards of teaching (Knight *et al.*, 2007; Maguire, 2005; Schroeder, 2008. According to Dobbins (2011), adjunct faculty report that they feel less respected and more isolated than their full-time counterparts.

## 2.2 Employee Performance

When measuring performance there are some measures to be taken into consideration such as profitability, productivity, effectiveness, efficiency and quality (Ahuja, 1992). Contribution that employees make to attain objectives lead to employee performance as the outcome (Herbert, John & Lee, 2000). According to Dessler (2005) employee performance is the extent to which the employee is contributing to the strategic aims of the organization.

According to James (2012) firms with workers with perceived low job security, make staff lose faith in their future, consequently, affecting their performance. The study confirms that as the staff enjoys a job security he is more likely to perform his task effectively which also reflected in the overall firm performance.

Performance of staff depend largely on long term relationship between the staff and the firm (Organ & Ryan, 1995) and mutual agreements between the firm and staff (Moorman, Blakely, & Niehoff, 1998). According to Anwar *et al.*, (2011) uncertainty affects the performance level of staff negatively.

Gottschalk *et al.* (2010) in their study report that full-time and adjunct faculty may have different motivation for their investment in the lecturing and learning process. This includes differences in evaluation procedure, yearly reviews, and financial incentives depending on duration of employment. Full-time faculties are more likely to invest in their assignments as it is an integral part of their overall yearly evaluation of performance. Exemplary job performance may lead to opportunities for employee recognition and growth. However, a study by Mueller *et al.* (2010) indicate that the nature of adjunct position mostly dictates that employment is semester-based with less opportunity for employment security, longevity, or growth without due regard of the quality of their delivery.

## 3. Methodology

The study used descriptive survey research design to collect data from a sample of 51 adjunct lecturers from Universities in Kakamega County, Kenya who were selected to participate in the study. Simple random sampling method was used to get the sample. Closed ended questionnaires that sought information on effect of adjunct lecturer's job security on employee performance were used to collect data. The items of the

questionnaires were subjected to Cronbach Alpha coefficient test which yielded an r-value of 0.855. This indicated a high reliability value of the questionnaire. The data collected from the respondents was analyzed using descriptive and inferential statistics. For descriptive statistics mean, standard deviation, frequencies and percentages were used whereas for inferential statistics factor analysis and linear regression analysis were used. The linear regression formulae used was:-

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Whereby Y = employee performance,

$\beta_0$  = Constant,

$\beta_1$  = Coefficients of determination

$X_1$  = Job security

$\epsilon$  = Error term

## 4. Results and Discussion

### 4.1 Response Rate

The study targeted 60 adjunct lecturers as the respondents but only 51 of them filled and returned the study questionnaire, representing 85% response rate.

### 4.2 Descriptive Statistical Analysis

#### 4.2.1 Demographic Characteristics of Respondents

The results regarding the demographic characteristic of the respondents majority were male, 38(74.5.5%) and female were 13 (25%). Most of the respondents also had masters, 37 (72.5%), PhD 5(9.8%) and Bachelors 9(17.7%) as their highest academic qualification. The study further revealed that majority of the respondents had taught for below five years, 27 (52.9%), 6-10 years, 14(27.4%), 11-15 years, 7 (13.7%) and above 15 years, 3(5.9%).

#### 4.2.2 Effect of Adjunct Lecturers' Job Security on Employee Performance

The study sought the respondents' perceptions on various constructs on the effect of adjunct lecturer's job security on employee performance. The respondents were asked to comment on the extent to which they agreed or disagreed with statements on a Likert scale ranging from 1-Strongly Disagree to 5-Strongly Agree as shown on Table 4.1. Note: 1-Strongly Disagree (SD), 2-Disagree (D) 3-Neutral (N) 4-Agree (A) 5-Strongly Agree (SA)

The findings reveal that 27.5% strongly disagreed and 45.1% disagreed that they felt secure in their current appointment as an adjunct lecturer, 5.9% were neutral and 21.6% agreed as shown by a mean score of 2.21. The study found that 3.9% strongly disagreed and 45.1% disagreed that they always receive adequate recognition while working as an adjunct lecturer, 19.6% were neutral and 31.4% agreed as shown by a mean score of 2.78.

**Table 4.1:** Respondents views on the effect of adjunct lecturer’s job security on employee performance

	SD	D	N	A	mean	Standard deviation
I feel secure in my current appointment as an adjunct lecturer	14(27.5%)	23(45.1%)	3(5.9%)	11(21.6%)	2.2157	1.08284
I always receive adequate recognition while working as an adjunct lecturer	2(3.9%)	23(45.1%)	10(19.6%)	16(31.4%)	2.7843	.94475
I am always contacted before duty allocation	5(9.8%)	34(66.7%)	6(11.8%)	6(11.8%)	2.2549	.79607
I am sure of being reappointed in subsequent semesters	5(9.8%)	27(52.9%)	14(27.5%)	5(9.8%)	2.3725	.79902
I am given adequate time to prepare for the course before semester begins	8(15.7%)	27(52.9%)	2(3.9%)	14(27.5%)	2.4314	1.06311
I have adequate recourse in case of unfair treatment	3(5.9%)	34(66.7%)	11(21.6%)	3(5.9%)	2.2745	.66569
I am paid my dues on time	31(60.8%)	8(15.7%)	6(11.8%)	6(11.8%)	1.7451	1.07412
The job security i have as an adjunct lecturer positively affects my performance of duty and university performance	3(5.9%)	8(15.7%)	12(23.5%)	21(41.2%)	3.4118	1.09866
Valid N (list wise)	51					

Further, the study found that 9.8% strongly disagreed and 66.7% disagreed that they were always contacted before duty allocation, 11.8% were neutral and 11.8% agreed as shown by a mean score of 2.25.

Further, the findings revealed that 9.8% strongly disagreed and 52.9% disagreed that they were sure of being reappointed in subsequent semesters, 27.5% were neutral and 9.8% agreed as shown by a means score of 2.37. The results further reveal that 15.7% strongly disagreed and 52.9% disagreed that they were given adequate time to prepare for the course before semester begins, 3.9 % were neutral and 27.5% agreed as shown by a mean score of 2.43. Further, 5.9% of the respondents strongly disagreed and 66.7% disagreed that they have adequate recourse in case of unfair treatment, 21.6% were neutral and 5.9% agreed as shown by a mean score of 2.27. Further, the findings reveal that 60.8% strongly disagreed and 15.7% disagreed that they were paid their dues on time 11.8% were neutral and 11.8% agreed as shown by a mean score of 1.74. The findings indicate that 45% of the adjunct lecturers agreed that the job security positively affects their performance of duty and university performance, 5.9% strongly disagreed,15.7% disagreed, 23.5% were neutral, as shown by a mean score of 3.41. The low scores indicate that there’s low job security.

**4.3 Factor Analysis Results**

**Table 4.2:** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.678
Bartlett's Test of Sphericity	Approx. Chi-Square	203.387
	df	28
	Sig.	.000

Table 4.2 presents the results of a Kaiser-Meyer-Olkin (KMO) Bartlett’s test of sphericity. Kaiser-Meyer-Olkin (KMO) is a measure of sampling adequacy used to examine the appropriateness of the use of factor analysis (Hair et al. 2006). The above table represents the outcomes of Kaiser-Meyer-Olkin a measure of sampling adequacy Bartlett's Test of Sphericity is 0.678 which is higher than the prescribed 0.5. This shows that the use of

main component analysis was adequate. Specific to this method of analysis is the assumption of independence of the main components that can be validated by several tests, including:  $\chi^2$  test statistic (for testing a connection between variables) and the KMO statistic (Kaiser-Meyer-Olkin, to determine the intensity of this link)(Tanasă F. Horomnea E. & Ungureanu S. 2012). Thus a range of 0.5 – 1.0 in KMO indicates the use of factor analysis is appropriate.

**Table 4.3:** Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.453	43.168	43.168	3.453	43.168	43.168
2	1.997	24.958	68.126	1.997	24.958	68.126
3	.854	10.672	78.798			
4	.722	9.021	87.818			
5	.347	4.343	92.161			
6	.263	3.290	95.451			
7	.208	2.598	98.049			
8	.156	1.951	100.000			
Extraction Method: Principal Component Analysis.						

The principal components analysis performed extracted two factors having eigenvalues greater than 1.0. These factors (1 and 2) represented 8 of the items and accounted for 68.126 % of the total variance. It is common to consider a solution that accounts for about 60% (Hair et al. 2006). The factor loadings of the extracted sums of square loadings have values greater than 0.5 while all others have values less than 0.5

The scree plot Figure 4.1 shows the eigenvalue associated with each component. Eigenvalue represents the variance explained by each component. The scree also confirms that there are 2 principal factors that this analysis has extracted for this research.

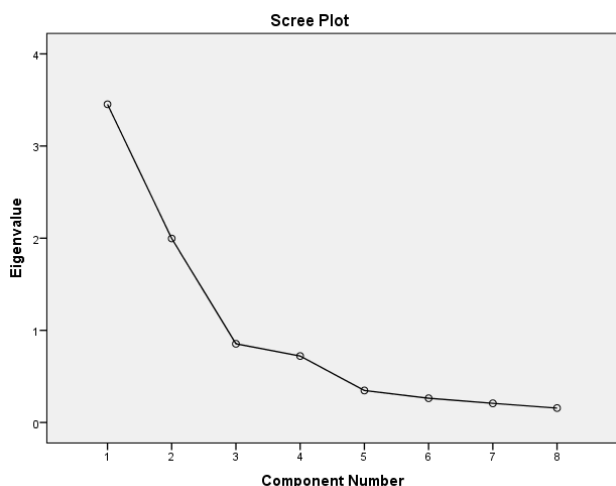


Figure 4.1: Eigen value associated with each component

allocation		
I am sure of being reappointed in subsequent semesters	.840	-.075
I am given adequate time to prepare for the course before semester begins	.471	.429
I have adequate recourse in case of unfair treatment	.062	.883
I am paid my dues on time	-.079	.889
The job security i have as an adjunct lecturer affects my performance of duty and university performance	.749	-.371
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Factor 1 comprised of five items (I feel secure in my current appointment as an adjunct lecturer, I always receive adequate recognition while working as an adjunct lecturer, I am always contacted before duty allocation, I am sure of being reappointed in subsequent semesters, The job security I have as an adjunct lecturer affects my performance of duty and university performance) as principal extracted components explaining 43.168 % of the total variance. Factor 2 has three (I feel secure in my current appointment as an adjunct lecturer, I have adequate recourse in case of unfair treatment, I am paid my dues on time) explaining 24.958 % of the total variance.

Table 4.4: Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
I feel secure in my current appointment as an adjunct lecturer	.507	.582
I always receive adequate recognition while working as an adjunct lecturer	.830	.315
I am always contacted before duty	.702	.422

4.3.2 Regression Analysis Results

Table 4.5: Model Summary<sup>b=</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.228 <sup>a</sup>	.052	.033	1.08056	.052	2.690	1	49	.107	2.071
a. Predictors: (Constant), job security										
b. Dependent Variable: employee performance										

Table 4.6: ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.140	1	3.140	2.690	.107 <sup>b</sup>
Residual	57.213	49	1.168		
Total	60.353	50			
a. Dependent Variable: employee performance					
b. Predictors: (Constant), job security					

The F value is 2.690 (p value=0.107 which is > 0.05) and is therefore not significant at 95% confidence level

Table 4.7: Regression Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.500	.576		4.336	.000		
	Job security	.397	.242	.228	1.640	.107	1.000	1.000
a. Dependent Variable: employee performance								

The regression results also show that 5.2% of the employee performance can be explained by job security (R squared = 0.052) while the remaining 94.8 % can be

attributed by other factors which are not studied, because they are outside the scope of the study. When Durbin Watson factors are between 1 and 3 there is no

correlation problem (Alsaeed, 2005). From table 4.5, the Durbin Watson value is 2.071 hence there is no auto correlation problem on the regression model.

Regression model for the independent variable as;  $Y=2.500+0.397$ . The regression results in Table 4.7 shows that if all the other factors are zero, the effect of adjunct lecturers' job security on employee performance will be 2.500. A unit increase in job security will lead to 0.397 increase in employee performance in the same direction. Though it's positively related but it's not significant as the P value which is 0.107 is greater than 0.05.

There is no multi collinearity problem as the VIF are <10 (Cooper & Schindler 2003) the presence of multicollinearity causes the regression coefficient to fluctuate from sample to sample this will complicating interpretation of coefficient as an indicator of relative importance of predicting variables( Jingyu-li, 2003). The tolerance value is not more than one hence no multi collinearity problem.

## Conclusion

The purpose of this study was to establish the effect of adjunct lecturers' job security on employee performance in universities of Kakamega County. From the findings, the regression results show that 5.2% of the employee performance can be explained by job security (R squared = 0.052). This is supported by a higher P value of 0.107 which is greater than 0.050. Job security is not a significant predictor of adjunct lecturers' job performance among universities in Kakamega County. The low R square values mean other factors explain about 95% of variation in job performance. From the findings, the study affirms the null hypotheses that adjunct lecturers' job security has no effect on employee performance.

## Recommendations

Efforts should be made to by management in universities and organizations in general to give employees the assurance that their job is secured. It is thus anticipated that this will lead to the beliefs on the part of the employees that their job is not in any way, under threat, which will consequently enhance employee performance.

## Areas of Further Research

This study covered only four universities within Kakamega County, Kenya. These findings may not be universally applicable to other universities in Kenya. Therefore for future research, this study should be replicated in other universities. Moreover a similar study should be carried out in other industries.

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