

THE RELATIONSHIP BETWEEN JOB SECURITY AND EMPLOYEE PERFORMANCE IN KOLE DISTRICT LOCAL GOVERNMENT: A DESCRIPTIVE, CORRELATIONAL STUDY.

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Abstract

Page | 1

Background

This study aims to determine the relationship between job security and employee performance in Kole District Local Government.

Methodology

The research was a descriptive, correlational research design that was cross-sectional. The target population of this study was 124 employees of Kole District local government. The researcher adopted the Morgan & Krejcie sampling table to determine the sample size and 92 staff were selected as respondents of the study. Simple random sampling techniques and purposive sampling were used to select respondents for the study.

This research used both primary and secondary sources of data. Primary data was obtained and given to the selected staff of the Kole district to fill and return after one week.

Results

According to the findings, wages paid to employees at Kole District Local Government were not sufficient to satisfy their needs and support their growth. Further, findings showed that there was no formalized career path for employees at Kole district local government. Findings also revealed that there was limited access to leadership and management roles hence limiting growth of employees and low employee performance.

However, findings also revealed that Kole District Local Government had numerous job openings which make it easy for employees to move up the ladder and explore their potential. Also, findings showed that Kole District Local Government offers professional development opportunities for employees and enables career progress through employee training. Findings also showed that respondents agreed that in the Kole district, employees are not recognized for providing extra effort hence employees are demotivated to offer quality services.

Conclusion

There was a positive significant relationship ($r = 0.325$, sig 0.004) between job security and employee performance of employees at Kole District.

Recommendation

Kole District local government should ensure systematic restructuring and phased transfers for different job roles to enhance the skills of employees and improve productivity.

Keywords: Relationship, Job security, Employee performance.

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Background of the study

Job security is a critical factor in employee performance and is often used as a measure of employee satisfaction. Job security is defined as an employee's assurance of continued employment within an organization (Namugenyi, 2022). Job security is also defined as the

ability of an employee to maintain his or her job despite changes to the job market or the organization. It is based on factors such as employment contracts, the availability of external job opportunities, and the quality of the employee-employer relationship (Okoth, 2019). It is important to consider job security when evaluating employee performance, as job security can have a significant impact on an employee's motivation, commitment, and loyalty to an organization. This

literature review examines the impact of job security on employee performance in local government, focusing on both the positive and negative outcomes of job security.

Gichuki (2018) argued that job security can encourage employees to work hard, as they have the assurance of continued employment and the possibility of job advancement. Job security can lead to higher levels of job satisfaction, which in turn can lead to higher productivity and performance. Additionally, job security can lead to greater job commitment, as employees are more likely to stay with an organization they feel secure in (Akamumpa, 2021).

Despite the importance of job security, research has also shown that it is not always a top priority for organizations. Studies have found that organizations often prioritize cost savings over job security, resulting in the elimination of positions and the creation of temporary jobs. (Steyn 2014) This can lead to instability for employees, which can in turn hurt employee performance (Paais, 2020).

Studies have also found that job security can have a positive effect on employee morale. Employees who feel secure in their positions tend to be more motivated to perform well and be more engaged in their work. This can lead to improved productivity and better overall performance (Arif, 2019).

Job characteristics, such as the job design, job content, and job context, are important to consider when examining job security and employee performance. Job design refers to how the job is structured and organized. Job content refers to the tasks and activities required to complete the job. Job context refers to the physical and social environment in which the job is performed (Fernández-del-Río, 2019). A study by Kostova (2005) found that job characteristics, such as the job context and job content, have an impact on job security and employee performance. Specifically, the study found that job security was positively associated with job content complexity and job context variety.

Pay is another factor that affects job security and employee performance. (Ponsonby, 2018) A study by Hur (2020) examined the relationship between pay and job security in the local government sector and found that pay was positively associated with job security. The author argues that competitive pay can improve job security because it gives employees a sense of financial security, which in turn helps them to focus on the job and perform better. Furthermore, the study found that higher pay was associated with better employee performance. The authors suggest that this is because employees are motivated to work hard to receive higher pay. (Focus Financial 2021)

This study aims to determine the relationship between job security and employee performance in Kole District Local Government.

Methodology

Study Design

The research was a descriptive, correlational research design that was cross-sectional. This was because the study described the characteristics of respondents and study variables; examined the relationship between variables, and collected data at a particular point in time.

The study was descriptive since it explained the specific issues where problems have been defined. Further, the study was correctional since it examined the relationship between the study variables. The researcher adopted a mixed approach comprising both quantitative and qualitative approaches. This helped to obtain relevant, recent, and in-depth information on the study topic at a point in time and for a short period hence a cross-sectional design.

Target Population

The target population of this study was the staff of Kole District Local Government. According to the Human Resource Report (2022), the District has 124 staff on its headquarters hence the population of the study. These consisted of the Chief Administration Officer, principal human Resource officer, and other senior technical staff.

Sample size

The researcher adopted Morgan & Krejcie's (1970) sampling table to determine the sample size. Therefore 92 staff of Kole District Local Government were selected as respondents of the study. These included the principal human Resource Officer and Chief Administrative Officer.

Sampling techniques

The researcher used a simple random sampling technique and purposive sampling to select respondents for the study. A simple Random Sampling Technique was used to collect information from the staff of the district. Purposive sampling was used to collect information from the key respondents ie CAO, RDC, and Principle personnel officer.

Research Instruments

The researcher used questionnaires as the main data collection instrument. The researcher used a Likert-type format of questionnaires to capture detailed information about the study objectives. Also, the researcher used an interview guide to collect information from a few key respondents of the study ie Chief Administrative Officer, the Principal Human Resource Officer, and the RDC.

Sources of data

This research used both primary and secondary sources of data. Primary data was obtained using Self-Administered Questionnaires (SAD) that were given to the selected staff (civil servants) of the Kole district to fill out and return after one week. Secondary data was obtained directly from magazines, journals, newspapers, annual reports, and websites that are about the study topic.

Validity

The researchers used both content and face validity to ascertain the validity of the questionnaire. Cooper and Schindler (2008) describe validity as the correctness and capacity of interpretations founded on study findings. The research conducted a pilot study to validate the study questionnaire using the supervisor as an expert that were graded questions on being accurate and relevant to the study.

To ensure greater chances of data validity, the questionnaires were reviewed with the research supervisor for expert input. A content validity index (CVI) was determined by dividing the relevant questions by the total questions ($CVI = n/N$). The researcher continued with the questionnaire since a content validity index of 0.84 was obtained that was greater than 0.7.

Reliability

A test-retest method was used to test the reliability of the questionnaire. The researcher pretested the interview questions on a few respondents before administering them to the entire sample size. The obtained answers were compared to the responses of the second test (retest) to ensure accuracy and ensure reliability.

Data Analysis and Presentation

Descriptive statistics such as mean and frequency distribution will be used to analyze the data. Inferential statistics were used in concluding. Data in the questionnaire was analyzed using frequency distributions and percentages to determine the respondent's responses. The data was analyzed by use of descriptive statistics. Specifically, means, averages, and percentages were employed by the researcher. Data was analyzed using both qualitative and quantitative methods. Data was coded and organized into concepts from which generalizations were made of the entire population. Data was then tabulated frequencies calculated on each variable under study and interpretations made from the field findings on the study objectives.

Pearson correlation was used to establish the significance of the relationship between the study variables and multiple regression models were used to establish the relationship between employee satisfaction and employee performance in local government.

Ethical Consideration

1. The researcher will undertake various steps to certify that the research observes research principles and values. The research authorization letter will be obtained from the School of graduate studies and research
2. Participants will be asked to sign the consent forms to participate in the research. The researcher will ensure that through the principle of informed consent. The researcher will seek consent from the Kole district Local Government Chief Administrative Officer.
3. Participants will be asked to consent to participate in the research, for which they will be free to participate or not. The researcher will explain to the respondents that the information they give will be used only for the study. The researcher will also explain that meaningful data for this study will be achieved if they contribute their views about the research topic.
4. The researcher will explain to the respondents that the data that will be gathered in this study will be treated in confidence and that the findings will be meant for academic purposes.
5. The potential respondents will not be identified by name. The confidentiality of respondents will be treated as a matter of priority. Further, the researcher will engage the respondents before agreeing to answer the questions of this study.

The researcher will accord the respondents their due respect while at the same time ensuring that they answer the questions to the expectations of the study, interjecting questions, intelligibly. The researcher will pick respondents without any discrimination.

Results

Response rate

The study administered the following instruments for the collection of the data.

Table 1 demonstrated the respondents distribution according to the instruments used by the researcher that, 87% of the targeted respondents participated by answering the questionnaires. The outcome from the table shows that the level of participation was absolutely effective as shown by the number of the respondents. From the study, 85 questionnaires were filled and returned while 80 passed the data response clean-up process for acceptance for data analysis. The response rate was in line with Lin (1976) who suggests that for reporting of findings, a response rate of 50% is acceptable, and that one above 70% is very good therefore the response rate

of 87% was very good to be relied upon to produce results of the findings.

Background of the respondents

This describes the background of respondents in terms of position, gender, age, level of education, marital status, employment status and length of time the respondents had spent working with Kole District Local government.

Table 2 shows that 55 respondents were male who constituted 69% while Females were 25 constituting 31%. From this, it is seen that most of the employees at Kole District local government are males. This indicated that in most cases women have a lot of responsibility and when they are absent for maternity leave or they are attending to their children in hospital or anything else, the service suffers and this could also explain the large numbers of men employed by the local government that are committed to their jobs. This shows that gender significantly explains the effect of employee satisfaction on employee performance.

Table 2 indicates that 54% of employees at Kole District Local Government are in the age 36-45 years, 24% are between the age of

46-60 years and 23% of the employees are of the age 20-35 years. While 51 years and above constitute 3.5% of the respondents. This implies that age significantly determines the relationship between employee satisfaction and employee performance at the Kole District Local Government

Further, table 2 shows that 60% of the respondents were married, 16% were single, 15% of the employees were divorced/ separated and 9% were widowed. This shows

that the majority of the respondents (60%) were married. This implied that marital status has a significant effect on employee performance at Kole District Local Government

The response shows that the majority of the administrative staff at Kole District Local Government hold bachelor's degrees representing 55% (University education), 39% of respondents had tertiary level of education and 6% of respondents had secondary education. This implies that the district mostly employs people who are University graduates. This statistic indicates that the Kole District Local Government has qualified staff and have appropriate skill and knowledge in handling the district services.

Figure 2 indicates that most respondents worked in the service for 6-10 years showing 60%, 24% of respondents spent 1-5 years. Those over 10 years were represented by 16% representing. This, therefore, implies that 76% of the employees have experience of over 6 years working for Kole District Local Government

Job security and employee performance in Kole District Local Government

The researcher used the likert scale for this particular section of the study where the responses were on a scale of 1-5. Where 1 = Strongly Agree, 2= Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree. The table below shows a summary of the participant's responses based on percentages (P), frequency (F), standard deviation (Std), and mean;

Table 1: Showing the response rate of the respondents

Targeted No	No of respondents	Percentage (%)
92	80	87%

Source: Primary data 2023

Table 2: Distribution of demographic characteristics of the respondents

Characteristics	Frequency	Percent
Gender		
Male	55	69%
Female	25	31%
Age (years)		
20-35	18	23%
36-45	43	54%
46-60	19	24%
Marital status		
Single	13	16%
Married	48	60%
Separated	12	15%
Widowed	7	9%
Education level		
Secondary	5	6%
Tertiary	31	39%
University	44	55%
Length of service years		
(1-5)	19	24%
(6-10)	48	60%
11+	13	16%
Total	80	100%

Source: Primary data 2023

Table 3: Descriptive statistics showing responses on job security and Employee performance

Statements	Mean	Standard deviation
At Kole district, constant restructuring of departments, personnel transfers and job roles creates uncertainty for employees hence affecting the performance of employees	2.31	0.3
There has been a number of staff layoffs and hiring freezes at the local government hence lack of job security	1.92	0.25
There is no job security guarantees at Kole district local government as no appointment letters and contracts signed hence demotivates employees leading to inefficiency in performing tasks	4.16	0.49
Majority of the staff at Kole district are temporary hence are not sure about their jobs. This has created a room for doubt leading to ineffectiveness in performing tasks	4.42	0.16
There is always delayed payment of salaries for staff at Kole district which demotivates staff hence absent most times leading inefficiency in service delivery by staff	2.37	0.29
The district also lacks job security policies hence employees can be dismissed at any time which creates lack of commitment and low employee performance	4.08	0.39
There is high employee turnover of highly skilled personnel in Kole district which affects the quality of work hence low employee performance.	2.01	0.43

According to Table 3, the average response to the statement “At Kole district, constant restructuring of departments, personnel transfers and job roles creates uncertainty for employees hence affecting the

performance of employees” was 2.31 with a standard deviation of 0.3. This means that average, respondents agree that at Kole district, there is constant restructuring of departments, personnel transfers, and job roles which

creates uncertainty for employees hence affecting performance of employees.

On the statement "There have been several staff layoffs and hiring freezes at the local government", the mean response was 1.92 with a standard deviation of 0.25. This means that average, respondents strongly agree that there have been several staff layoffs and hiring freezes at the Kole district local government which led to job insecurity

On the statement "There are no job security guarantees at Kole district local government as no appointment letters and contracts signed hence demotivates employees leading to inefficiency in performing tasks", the mean response was 4.16 with a standard deviation of 0.49. This means that average, respondents disagree that there are no job security guarantees at Kole district local government as there are appointment letters and contracts signed by staff

On the statement "Majority of the staff at Kole district are temporary hence are not sure about their jobs. This has created a room for doubt leading to ineffectiveness in performing tasks", the mean response was 4.42 with a standard deviation of 0.16. This means that average, respondents disagree that the majority of the staff at Kole district were temporary and hence are sure about their jobs.

On the statement "There is always delayed payment of salaries for staff at Kole district which demotivates staff hence absent most times leading to inefficiency in service delivery by staff", the mean response was 2.37 with a standard deviation of 0.29. This means that on average, respondents agree that there is always delayed payment of salaries for staff at Kole district which demotivates staff hence absent most times leading to inefficiency in service delivery by staff

On the statement "The district also lacks job security policies hence employees can be dismissed at any time which creates a lack of commitment and low employee performance", the mean response was 4.08 with a standard deviation of 0.39. Averagely, respondents disagree that the district also lacks job security policies hence employees are insecure creating a lack of commitment and low employee performance

On the statement "There is high employee turnover of highly skilled personnel in Kole district which affects the quality of work hence low employee performance", the mean response was 2.01 with a standard deviation of 0.43. Averagely, respondents agree that there is high employee turnover of highly skilled personnel in Kole district which affects the quality of work hence low employee performance.

Discussion

According to the findings, wages paid to employees at Kole District Local Government were not sufficient to

satisfy their needs and support their growth. Further, findings showed that there was no formalized career path for employees at Kole district local government. Findings also revealed that there was limited access to leadership and management roles hence limiting growth of employees and low employee performance.

However, findings also revealed that Kole District Local Government had numerous job openings which make it easy for employees to move up the ladder and explore their potential. Also, findings showed that Kole District Local Government offers professional development opportunities for employees and enables career progress through employee training. Findings also showed that respondents agreed that in the Kole district, employees are not recognized for providing extra effort hence employees are demotivated to offer quality services.

Job security is a critical factor in employee performance and is often used as a measure of employee satisfaction. Job security is defined as an employee's assurance of continued employment within an organization (Namugenyi, 2022). Therefore, job security can encourage employees to work hard, as they have the assurance of continued employment and the possibility of job advancement. Job security can lead to higher levels of job satisfaction, which in turn can lead to higher productivity and performance.

A study by the International City/County Management Association found that local government organizations that offered recognition programs for excellent job performance saw a 16% increase in employee motivation and a 21% increase in employee retention rates (ICMA, 2006). However, the study fell short of variables for explaining employee satisfaction. It assumed that employee satisfaction was only influenced by recognition.

According to the findings, the correlation between job security and employee performance in employees Kole District was ($r = 0.325$, sig 0.004). This showed a positive significant relationship hence job security influences employee performance at Kole district.

The findings showed that employee performance at Kole district local government was 26.8% explained by job security (Adjusted R Square = 0.268). The remaining 73.2% of the employee performance was explained by other factors that influence employee performance that were outside the study. The regression model was also valid (sig.0.002 <.05). Therefore assuring employees of continued employment contributes to employee satisfaction and productivity.

Conclusion

There was a positive significant relationship ($r = 0.325$, sig 0.004) between job security and employee performance of employees at Kole District.

Recommendation

The researcher recommends that Kole District local government should ensure systematic restructuring and phased transfers for different job roles to enhance skills of employees and improve productivity.

List of Abbreviations

ACODE; Action for Community Development

CVI: Content Validity Index

DLG: District Local Government

LG:Local Government

HR:Human Resource

KDLG: Kole District Local Government

NIOSH: National Institute for Occupational Safety & Health

SAD: Self- Administered Questionnaire

SPSS: Special Package for Social Science

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The study was not funded.

Conflict of interest

The author had no conflict of interest.

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