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Influence of Adherence to Academic Employee Work Contract on Academic Employee Commitment in Selected Kenya Public Universities

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Abstract

The education sector has become highly competitive because the number of private and public universities and colleges has increased in the past few decades. Also, the larger number of higher educational institutions has led to heavier academic workloads because of the competitive and insistent environment within and outside the organisation. The insistent environment at the workplace can also lead to anxiety, frustration, a decrease in employee motivation, frosty relationships, low commitment, and increase employee turnover. A questionnaire designed to measure the influence of perceived organisational support of academic employees on employee commitment in Selected Public Universities in Kenya was validated and ethically approved to collect data from both full-time and part-time academic employees for the study. Only 288 responses were received out of the expected 358 sample size and were subsequently subjected to the Statistical Package for the Social Sciences (SPSS version 21) for analyses. The Forward Stepwise method, Cook's Distance measurements for outliers, Bayesian Information Criterion (BIC), studentised residuals, and coefficient, importance, and significance predictor effect charts, and model building summary were used in the study. The results show that over 66.0% of the model was predicted by the Forward Stepwise regression method. Overall, 60.8% of the respondents agree that the Public Universities in Kenya adhere to academic employees' work contracts. Favourable working conditions are the most important predictors of work contract adherence while the least important predictor is supervisors are sensitive and supportive of academic employees. The histogram of the studentised residuals is a perfect normal distribution with the majority of the 272 observations with one standard deviation of the mean. The 25 Cook's distance outliers that describe the full spectrum of the respondents' characteristics hover between one and four times the average Cook's distance. Furthermore, emotional detachment, academics assisting each other, decisions on jobs without jobholders' input, unsupportive and insensitive academic employees' supervisors negatively impacted adherence to academic employees' work contracts in Kenya Public Universities. It is recommended that human resource practitioners in Kenya Public Universities modulate the interplay of favourable working conditions, publication fees, emotional detachment, top management control, annual leave payments, incentives to remain, advance on the annual salary scale, experience, performance evaluation feedback, supervisors support and sensitivity to work schedules, academic freedom, consulting jobholders, academics supporting each other with tasks, not putting each other down, research tools provision, kind treatment, encouraging innovation, marital stability counselling, seamless part-time to full-time transition, age-related pension administration, and hierarchy to harness optimal academic employee commitment and sustainability.

Keywords:—Academic freedom, Cook's distance, favourable working conditions, publication fees, research tools, sensitive supervisors support

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Introduction

Psychological contract has been shown to positively and significantly influence the levels of work commitment among the teaching fraternity especially in higher educational institutions (HEIs) (Phakwrya & Sharma, 2018). Presently, the education sector has become highly competitive because the number of private and public universities and colleges has increased very rapidly in the past few years. Also, the high number of HEIs led to rising academic workload deriving from the competitive and insistent environment, both within and outside the organisation. Insistent environment leads to employees' anxiety, frustration, a decrease in employees' motivation and loyalty, lower commitment, and employees' turnover. Also, psychological contract is an unspoken and a non-verbalised employment relationship between employees and employers (Phakwrya & Sharma, 2018).

Psychological contract has existed since the earliest days of work. Employees and employers have always had specific ideas what working with each other or together actually meant. The focus could be from money to benefits or the status guaranteed by working as a specific organisation. Psychological contract has vast benefits or could be detrimental to the organisation. It is an unwritten set of expectations between the employer and employee. It comprises informal arrangements, mutual beliefs, common grounds, and perceptions between the two parties (Stevenson, 2019). It is a covert, imprecise, and implicit, especially because expectations are not communicated directly nor verbalised. It is unstable because it depends on the hidden expectations and assumptions fed into situations as they are perceived. It is an unwritten agreement like legally binding employment contract. It is also dynamic because expectations change overtime and constantly like when new co-workers join the team. It is in a constant state of flux and can reconsider the employee-employer relationship (Stevenson, 2019).

Psychological contract is real and in force for every employee in the organisation. Although ignoring that fact can be detrimental to the organisation, the responsibility is on both parties. The psychological contract is created by the employee and not the employer. These contracts can be changed by the employees on whims and caprices without notice to the employer. If the employer breaches the contract, the employee could leave the organisation. This behaviour causes hardship for the organisation because an unfilled position is costly (Stevenson, 2019). If, however, the employee does not leave the organisation after the breach, the employee will not be engaged with the organisation and productivity suffers. Team and workforce morale drops, other employees are negatively impacted, and could spread like cancer. Additionally, while psychological contracts may not be binding in the Court of Law, they are binding in the Court of the employee opinion. Therefore, organisations and especially universities would do well to keep that in mind (Phakwrya & Sharma, 2018; Stevenson, 2019).

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The effect of contract of employment on the behaviour of employees in Ghana's Shippers Authority was examined based on their commitment, work initiative, and job satisfaction. They found that work contract had a moderate relationship to commitment and no significant difference in motivation between contract workers and permanent employees (Ofosuhene and Sammo, 2020). Also, contract employment has continued to gain much attention in business and social science research because of the mega changes that have characterised the global workplace. Therefore, some organisations have opted to hiring workers on short-term or long-term contract bases. Contract employment cuts across different sectors of the economy, from education (academia) to industrial (service and manufacturing) to the public and private sectors. Organisations engage in contract recruiting for profit maximisation in the face of globalisation. Consequently, organisations have introduced flexible work schedules for more profit. Also, organisations use work contracts to escape the cost associated with permanent employment while others use contract periods to drill employees into the culture of different attitudes at the workplace. This is so because of the categories of employment conditions they engage in (Ofosuhene and Sammo, 2020, Globalization Partners, 2020).

Furthermore, permanent employees are more likely to be satisfied than contract workers. Permanent employees enjoy statutory benefits like pension, health insurance, paid leave, which culminate into a positive work outcome (commitment and motivation). Contract workers may not be as motivated as permanent employees. Besides, some organisations take contract employees as peripheral and so do not invest much in training them. Organisational studies have shown that the employee who perceive they are unfairly or unequally treated, do not put their best in the workplace. Findings from existing literature have divergent views about contract employment and employees behaviour. Contract employment is a contract in which an organisation hires an employee for a specific period of time. Studies have shown that employers mostly hire contract employees for three main reasons, namely staffing flexibility, cost reduction, and ease of dismissal. In Kenya, a study conducted to determine the effect of contract employment on the commitment of Kenya Forest Service employees indicated that contract employees exhibited some levels of divided allegiance and were less committed to their jobs compared to their permanent colleagues (Wadera, 2011).

De Jong, Schalk, and Cuyper (2009) indicate that temporary employees were more likely to have psychological contracts with fewer mutual promises than permanent employees. Over the past two decades, temporary employment has significantly increased in Western countries including the USA, European Union, and China.

Hiring skilled international employees is vital when organisations wish to scale their capabilities and diversify their workforce. Due diligence is necessary because every country has a distinct set of labour laws that dictate compliant work classification and contract types. International hires can be given either fixed-term or indefinite employment contracts. Understanding the difference between the two is critical for compliance, daily operations, profitability, overall brand reputation (Globalization Partners, 2020). Fixed-term contracts are finite agreements and limited-time (LT) contracts. Employees enter fixed-term contracts with the full knowledge of the definite start and end dates. They also receive full employee benefits throughout the duration of the contract. At the end of the contract, the organisation could choose to renew or extend the fixed-term contract subject to the country's legal code. Many countries

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either cap the total period or restrict the number of renewals or both. International restrictions on fixed-term contracts are to protect the country's citizens from potential abuses under such agreements. Also, organisations cannot structure themselves around short-term cycle of workers that leave employees in limbo regarding long-term job security and benefits.

Limits on fixed-term contracts ensure a lawful contract termination process occurs at the agreed upon end date (Globalization Partners, 2020). Upon arriving at the maximum number of contract renewals or achieving maximum fixed-term contracts duration permitted, organisations must reclassify the employee as indefinite. In sum, the essential characteristics of fixed-term contract include (a) temporary duration with a stated end date, (b) specific workloads, projects, or task scope, (c) qualifies for employment benefits, (d) outlined work hours and restrictions on requiring fixed-term contractors to work overtime, (e) clear contract termination procedures, and (f) contracts do not exceed one to three years, though exceptions exist (Globalization Partners, 2020).

An indefinite employment agreement indicates that there is no predetermined expiration date. As a result, indefinite employment ends only under (a) employee resignation, (b) lawful termination, (c) employee retirement, (d) permanent business closure (Globalization Partners, 2020). Indefinite employees are eligible to receive organisation benefits like health plans, retirement packages, paid vacation, paid holidays, sick days, and other benefit offerings. Indefinite term employee agreements come with stronger employee rights and employer-side obligations, the right to a reasonable notice upon termination (Globalization Partners, 2020).

A majority of countries support indefinite employment contracts over fixed-term contracts because they pay special or particular attention to crafting employee-favoured law pertaining to lawful dismissals (Globalization Partners, 2020). The legally approved indefinite employee termination procedures vary across countries. In Belgium, advanced notice is required for layoffs and severance payment must be tiered to the years of employment (Globalization Partners, 2020). In the Czech Republic, terminated employees must receive a notice a minimum of two months in advance of their end date unless termination is due to criminal activity plus severance pay determined by their length of employment (Globalization Partners, 2020). In Japan, employees may only be dismissed with a given cause and a minimum 30-day's notice, alongside a full dismissal proceeding and documentation. The country's labour laws enact some of the strictest limitations on terminating employees in the world (Globalization Partners, 2020).

Generally, there are two categories: (a) Standard employment encompasses contracts that outline full-time hours, salary, employee benefits, retirement packages, overtime pay, vacation policies, set termination clauses, severance pay requirements, due termination notice, and any other standards generally associated with contemporary full-time, stable employment, and (b) Nonstandard employments are employee arrangements falling outside the standard scope of work and without the same list of contractual obligations and requirements. Nonstandard employees include seasonal workers, temporary or outsourced agency workers, part-time employees, on-call employees, and in many cases, freelancers, and independent contractors (Globalization Partners, 2020).

Indefinite contracts fall under the standard employment category. Furthermore, fixed-term contracts align with nonstandard employment especially because of their set expiration dates and specific work parameters (Globalization Partners, 2020).

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In Kenya, the length of notice period depends on the type of employment contract: (a) Notice for a worker hired on daily basis may be terminated at the end of the working day without any prior notice, (b) At least seven days for workers during probation or payment in lieu of notice, (c) Workers paid periodically for intervals shorter than one month (e.g. on weekly or fortnightly) a notice of equivalent period (a week or 15 days) may be served prior to contract termination, (d) If workers are paid monthly or larger interval, a 28-day notice must be served before contract termination, (e) The length of notice could be set in the employment contract by mutual consent of employer and worker, provided that the period is more than that provided by the Act. Notice written in the language the worker understands or explained to them, (f) If the employer fails to give the termination notice, he/she must provide wages and benefits that the employee would have earned during the notice period on the basis of average daily earnings over the past 12 months (Provision of compensation in lieu of notice) (Employment Act, 2007).

An employer is required to give reason of termination to the worker except in summary dismissal and redundancy, but in all instances termination should be based on fair hearing/consultation procedure to explain the reason for termination prior to terminating a contract. A worker can still claim unfair termination and it is the duty of the employer to prove that the termination was fair and procedures were followed (Employment Act, 2007).

The Industrial Court is required to consider the procedure adopted by the employer in the termination, whether there had been previous warning letters issued to the worker. Workers can lodge a complaint with the Labour Officer within 3 months from the date of unfair termination. In unjust termination, the employer pays notice period, proportion of wages due for the period worked and other loss, consequent upon dismissal arising between the date of dismissal and date of expiry of the notice period. Also, the equivalent of the number of months' wages in salary not exceeding 12 months based on the gross monthly wage or salary of the employee at the time of dismissal. All the amounts are subject to statutory deductions. The employee can also be reinstated (Employment Act, 2007).

Statement of the Problem

Oludeyi (2015) explains work as settings, situations, and circumstances where persons perform their job tasks. It also comprises the job characteristics and aspects of organisational setting. It can compose the technical, human, and organisational environments that directly impact the levels of innovation, absenteeism, and retention rate, which are functions of employees' commitment. Toxic or conducive workplaces like opaque management (unclear visions, missions, and goals); bosses (different kinds of bosses); company policies; working conditions (noise, heat, unsafe work conditions, insufficient resources, obsolete technologies); interpersonal relationships (unhealthy politicking, mistrust, uncooperative workforce), and pay below the market rate can impact employee commitment.

Further, Oludeyi (2015) indicates that job commitment is a psychological concept that comprises the employees' relationship with the organisation that has implications for continuing or not continuing working for the organisation. Researchers categorise commitment as organisational membership, current position of the individual employee, the predictive potential of employees, and the differential relevance of motivational factors. Wainaina (2015) also indicates that organisational commitment is a necessity for obtaining and retaining quality and

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talented workforce. He classified employees in the University work environment either full-time, or part-time, on permanent, or non-permanent basis (contractual basis). Continuance commitment refers to the awareness of the costs associated with leaving the organisation (Oludeyi, 2015; Jeet & Sayeeduzzafar, 2014; Lee & Chen, 2013).

Turgut, Tokmak, and Gucl (2012), report that continuous commitment positively affects distributive justice, procedural justice, and interactive justice. Normative commitment indicates that individuals commit to remain with an organisation because of feelings of obligation to be loyal to the organisation. It reflects an internalised norm, developed before the person joins the organisation through family or other socialisation processes or that it is the right and moral thing to do (Oludeyi, 2015; Jeet & Sayeeduzzafar, 2014). Jeet and Sayeeduzzafar (2014); Lee and Chen (2013); Robbins and Judge (2013) show that normative commitment is the employees' responsibility to remain with the organisation for moral or ethical reasons. Also, normative commitment derives from an individual's sense of duty to the organisation and shows the extent to which, employee's principles and opinions are in alignment with the organisation. Therefore, employees will consider adherence to the organisational rules and principles as appropriate (Lee & Chen, 2013). It may also develop where the employer provides tuition fees or provides high training costs to the employee. Affective commitment makes personnel to be committed to their job because they "want to". Continuance commitment makes employees to be committed to their job because they "have to", while normative commitment makes employees to be committed because they "ought to" (Oluyide, 2015). These three commitment dimensions need further empirical evidence in Higher Educational Institutions in Kenya Public Universities, which is one of the reasons for conducting this study.

Review of Related Literature

Psychological contract has existed since the earliest days of work. Employees and employers have always had specific ideas what working with each other or together actually meant. It comprises informal arrangements, mutual beliefs, common grounds, and perceptions between the two parties (Stevenson, 2019). It is also dynamic because expectations change overtime and constantly like when new co-workers join the team. It is in a constant state of flux and can reconsider the employee-employer relationship (Stevenson, 2019).

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Furthermore, permanent employees are more likely to be satisfied than contract workers. Permanent employees enjoy statutory benefits like pension, health insurance, paid leave, which culminate into a positive work outcome (commitment and motivation). Contract workers may not be as motivated as permanent employees. Besides, some organisations take contract employees as peripheral and so do not invest much in training them. Organisational studies have shown that the employee who perceive they are unfairly or unequally treated, do not put their best in the workplace. Findings from existing literature have divergent views about contract employment and employees behaviour. Contract employment is a contract in which an organisation hires an employee for a specific period of time. Studies have shown that employers mostly hire contract employees for three main reasons, namely staffing flexibility, cost reduction, and ease of dismissal. In Kenya, a study conducted to determine the effect of contract employment on the commitment of Kenya Forest Service employees indicated that contract employees exhibited some levels of divided allegiance and were less committed to their jobs compared to their permanent colleagues (Wadera, 2011).

De Jong, Schalk, and Cuyper (2009) indicate that temporary employees were more likely to have psychological contracts with fewer mutual promises than permanent employees. Over the past two decades, temporary employment has significantly increased in Western countries including the USA, European Union, and China.

Coskuner, Costur, Bayhan-Karapinar, Metin-Camgoz, Ceylan, Demirtas-Zorbaz et al. (2018) moderated the influence of perceived organisational support (POS) on the connection between mobbing and organisational identification for academic and non-academic employees in an HEI. But, POS positively correlated with organisational identification (affective commitment) and toxic environment fostered negative behaviour that permeates the organisation, and impacts staff commitment. Bigirimana, Sibanda, and Masengu (2016) studied the impact of working conditions on academic staff and deduced that when working conditions are poor, employees easily leave their organisations. They considered perceived organisational support, academic freedom, opportunity and support for research activities, work load, and psychological contract. The working conditions studied include availability of office space, availability of equipment for

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teaching and learning (overhead projector, class venue to accommodate the number of allocated students), employees' contracts, research tools availability, workplace safety, and provision of support services. Others comprise favourable or unfavourable conditions of work, methods of recruitment and placement, career advancement, and a favourable work environment that was supposed to boost and enhance the efficient performance of job tasks (Bigirimana et al. 2016).

Zabrodska, Mudrak, Kveton, Blatny, Machovcova, and Solcova (2014) studied the work environment and its impact on well-being of Academic Faculty in Czech University from the University governance parlance. Autonomy, involvement in decision making, low pressure to produce, and strong social community were the variables considered. Consequently, autonomy, participation in decision making, strong community outreach, and low pressure for results positively influenced employees' well-being and commitment. Also, stress and burn out were linked to negative work environment. Giorgi, Dubin, and Perez (2016), reports that staff executing their work under un-conducive work conditions such as poor work-life balance, and stressful work environments, were on the increase. They revealed that employees with perceived organisational support show higher performance, proactive behaviours, commitment, and job satisfaction.

Employees, perform their duties under certain work conditions, either in the service industry or manufacturing organisations. The tertiary education work environment is a micro-mini-organisational system that is part of a larger society. It consists of interpersonal, academic, socio-economic, political, and employment relationships (Oludeyi, 2015).

The diversity of the different personnel categories in the academic workplace, accounts for the differences in their actions, reactions, and interactions. Thus, the University environment results into levels of commitment within any period and poor commitment is a sign of institutional failure. To achieve success, employees commitment and satisfaction in academic and research institutions at different levels, need enhancement. And, there is scarcity of empirical research on employee commitment in the University work environment (Oludeyi, 2015). Working conditions according to the International Labour Organisation (ILO) greatly affect employees in the educational sector (Bigirimana et al. 2016; Asemota, 2005; 2004; 2003).

Methodology

A questionnaire designed to measure the influence of perceived organisational support of academic employees on employee commitment in Selected Public Universities in Kenya was validated and ethically approved to collect data from both full-time and part-time academic employees for the study. Only 288 responses were received out of the expected 358 sample size and were subsequently subjected to the Statistical Package for the Social Sciences (SPSS version 21) for analyses. The Forward Stepwise regression selection model was used to obtain the Residuals, Studentised Residuals, and Predictors Importance. Cook's Distance metrics for outliers and Effects and Coefficients of the fan-shaped variable importance charts were used to model the influence of favourable working conditions on academic employees' commitment to Public Universities in Kenya.

The Cook's Distance (D) estimates the influence of a data point when performing a least-squares regression analysis. It is calculated for each observation and used to describe that observation's degree of influence upon the model. Observations with large D values have a

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greater influence on the model. If Cook's distance is higher than 1, it is influential. Others suggest a threshold of $4/N$ or $4/(N - k - 1)$, where N is the number of observations and k is the number of explanatory variables. Also, $4/(N - k - 1)$ should yield a threshold of about 0.1 (Ding & Page, 2021).

The Cook's distance of the i^{th} observation in a regression model is:

$$D_i = (r_i^2/2) * (h_{ii}/(1-h_{ii}))$$

(1)

where D_i is the i^{th} observation of the Cook's distance, r_i^2 is the standardised squared value of the i^{th} residual, and h_{ii} is the i^{th} leverage observation value. Therefore, Cook's Distance value is the product of two components: the degree an observation's predicted value differs from the observed actual value, and the degree the observation itself differs from the other observations in the model (Ding & Page, 2021). As a result, any data point having a Cook's distance greater than $4/n$ ($\frac{4}{288} = 0.0139$) or $4/(N - k - 1)$, ($\frac{4}{(288-55-1)} = 0.0172$) is flagged as an "observation of interest" and should be scrutinised more closely. Although the threshold is not a rigorous standard, Cook's distance is not a statistical test nor comes with any precise cut-off standards. When analysing Cook's distance values for any particular model, it is better to examine the entire set of D values to build a baseline for what is "normal" for that model. That baseline can be the benchmark to flag influential observations for deeper analyses. Also, large Cook's distance is either a data entry error or other problem with the dataset. This data can be removed from the model, but we cannot always suspect data points' errors by looking at their influence (Ding & Page, 2021). Also, Cook's distance is a summary of the influence of a single observation based on the total changes in all other residuals when the observation is deleted from the estimation process. Large values greater than 1 suggest substantial influence by the observation in affecting the estimated regression coefficient (Nachid, 2020).

An outlier in strict terms is an observation that has a substantial difference between its actual and predicted values of the dependent variable (a large residual) or between its independent variable values and those of other observations. The objective of denoting outliers is to identify observations that are inappropriate representations of the population from which the sample is drawn so that they may be discounted or eliminated from the analysis as representative (Nachid, 2020).

A residual measures the predictive fit of a single observation, calculated as the difference between the actual and the predicted values of the dependent variable. Residuals are assumed to have a mean of zero and a constant variance. They determine the underlying assumptions of regressions, serve as a diagnostic tool for identifying outliers, and also influential observations (Nachid, 2020). Furthermore, the standardised residual rescales the residual to a common basis by dividing each residual by the standard deviations of the residuals. Thus, standardised residuals have a mean of 0 and standard deviation of 1. Each standardised residual value is a standard error in the middle to large sample sizes. Therefore, it identifies outliers as those values above 1 or 2 for confidence levels of 0.10 and 0.05, respectively (Nachid, 2020).

The studentised residual is the most commonly used standardised residual. It differs from other standardisation methods in calculating the standard deviation used. The effect of a single

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outlier is minimised because the standard deviation of the residuals standardises the i^{th} residual computed from the regression estimates that omit the i^{th} observation. This process is repeated for each observation, every time by omitting that observation from the calculations. This method is similar to the deleted residual because the observation is deleted from the computation of the standard deviation (Nachid, 2020).

The variable importance charts focus modelling efforts on the variables that matter most, and drop, or ignore the least important. These charts indicate the relative importance of each variable in estimating the model. Because the values are relative, the total of all the values of the variables on display equals unity. Variable importance does not indicate accuracy but relates to the importance each variable makes to the prediction (IBM, n.d.).

The Normalised Bayesian Information Criterion (BIC) determines the parameterised model forecast data considering the number of model parameters. It is used to select the overall optimised fit models based on mean square error, parameter number minimisation, and length of the sequence (Asemota & Asemota, 2020). The Akaike Information Criterion (AIC) is a statistical measure of the comparative evaluation among time series models. It is not a hypothesis test and cannot ensure the quality of a model to other models (Yamashita, Yamashita, & Kamimura, 2007). AIC is an estimation of the information lost when a specific model is used to represent the process that generated that data. A model balances between the goodness of fit and the complexity. Also, the model with the minimum AIC value assures a good balance of goodness of fit and complexity (Profillidis & Botzoris, 2019). Thus,

$$AIC = -2 \log L + 2 \cdot d$$

(2)

where L is the maximised value of the likelihood function of the estimated model, d is the total number of observations or parameters used in the model (regression coefficients + intercept), (Datacadamia, n.d.). In addition, the only difference between the AIC and the BIC is the choice of $\log n$ versus 2 . Generally, if n is greater than 7 then $\log n$ is greater than 2 . If there are more than seven parameters or observations in the data, BIC imposes more penalties on a large model. Therefore, BIC will choose smaller models or select models that have fewer variables than AIC (Datacadamia, n.d.).

The Effect size indicates the magnitude of the effect.

$$Effect\ Size = \frac{Mean\ of\ Experimental\ Group - Mean\ of\ Control\ Group}{Standard\ Deviation}$$

(3)

The Cohen's Heuristic test indicates that the standardised mean difference in effect sizes include small = 0.2, medium = 0.5, and large = 0.80 (Datacadamia, n.d.).

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Table 1 Employment Contracts Adhered To

	Frequency	Percent	Valid Percent	Cumulative percent
Valid	Strongly Disagree	36	12.5	13.2
	Disagree	21	7.3	7.7
	Disagree Somewhat	19	6.6	7.0
	Undecided	21	7.3	7.7
	Agree Somewhat	50	17.4	18.4
	Agree	76	26.4	27.9
	Strongly Agree	49	17.0	18.0
	Total	272	94.4	100.0
Missing	11.00	16	5.6	
Total		288	100.0	

Table 2 Variables Importance Chart Of Employment Contracts

Transformed Variables	Significance	Effects		Coefficients	
		Importance	Coefficients	Significance	Importance
Intercept			-0.974	0.081	
Q10CONFAV_transformed	0.000	0.117	0.299	0.000	0.117
Q15PUBFE_transformed	0.000	0.108	0.215	0.000	0.108
Q42EMOAT_transformed	0.000	0.103	-0.199	0.000	0.103
Q31SCOOP_transformed	0.000	0.079	-0.298	0.000	0.079
Q53TOPCN_transformed	0.000	0.075	0.185	0.000	0.075
Q23DJWPJ_transformed	0.000	0.068	-0.150	0.000	0.068
Q32CWNPD_transformed	0.001	0.055	0.192	0.001	0.055
Q35SEPFT_transformed	0.003	0.046	0.195	0.003	0.046
Q41INFAMU_transformed	0.005	0.042	0.113	0.005	0.042
Q37SSSWS_transformed	0.013	0.033	-0.171	0.013	0.033

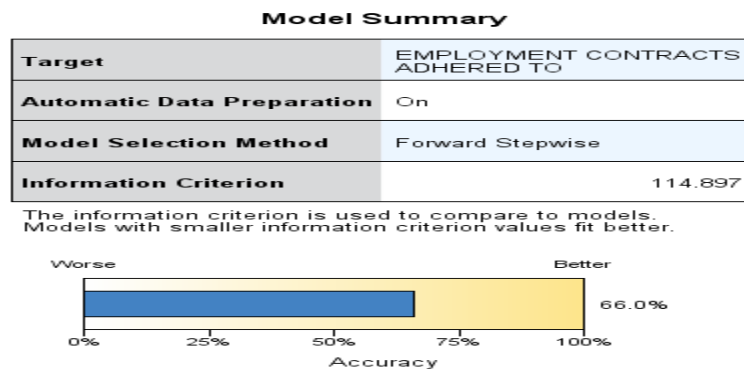


Figure 1 Forward Stepwise Model Summary of adherence to academic employees work contracts

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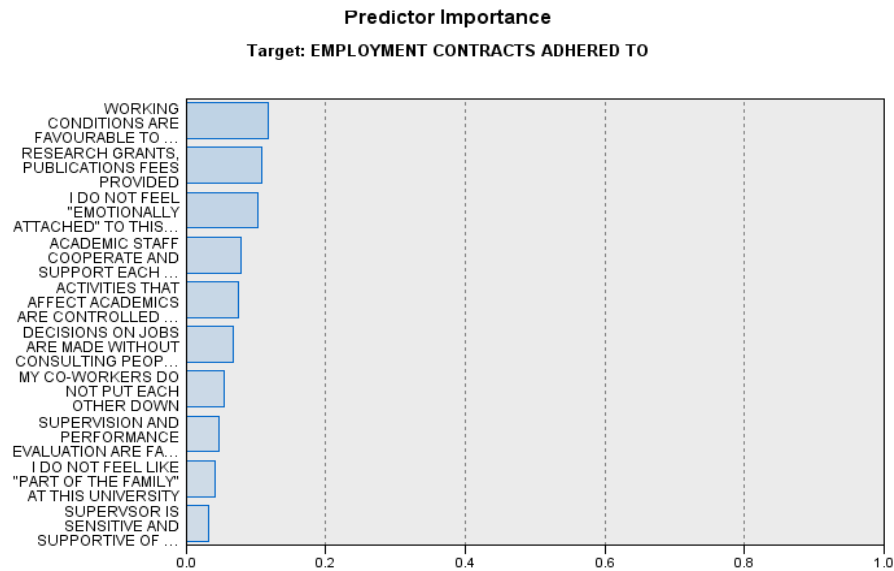


Figure 2 Parameter Predictor Importance of adherence to academic employee work contracts

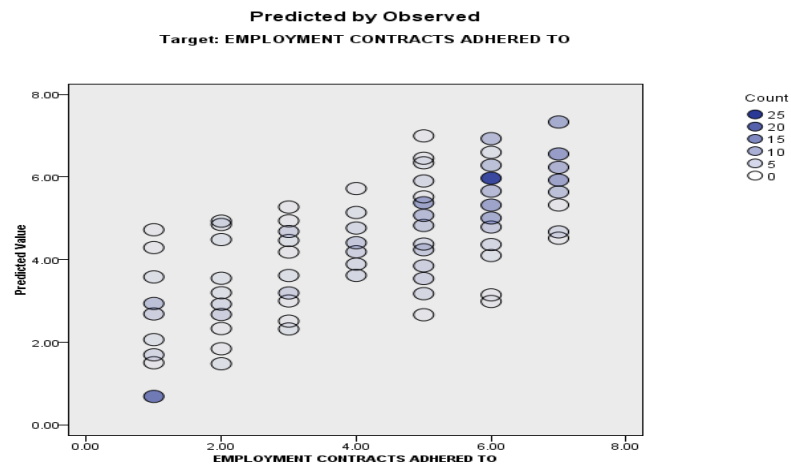


Figure 3 Observed Predictor clusters of adherence to academic employee work contracts

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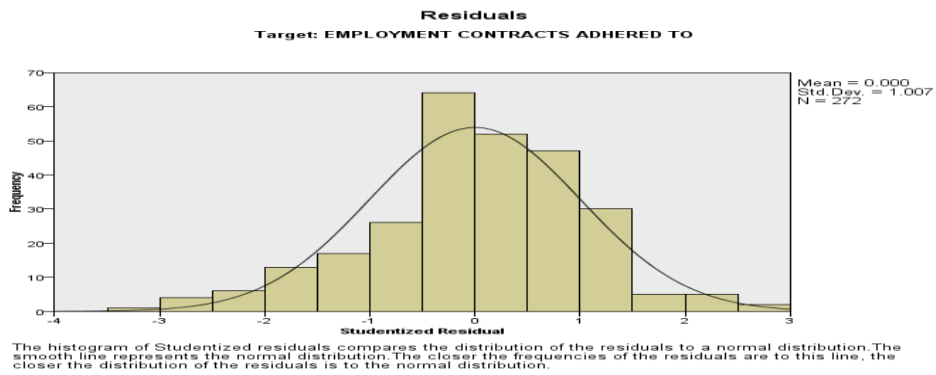


Figure 4 Histogram of Studentised Residuals of adherence to academic employee work contracts

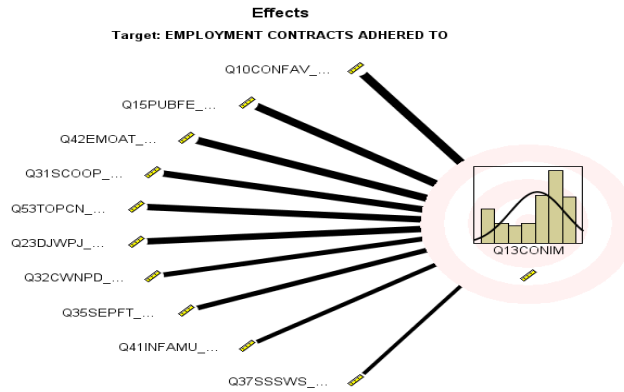


Figure 5 Effects chart of adherence to academic employee work contracts

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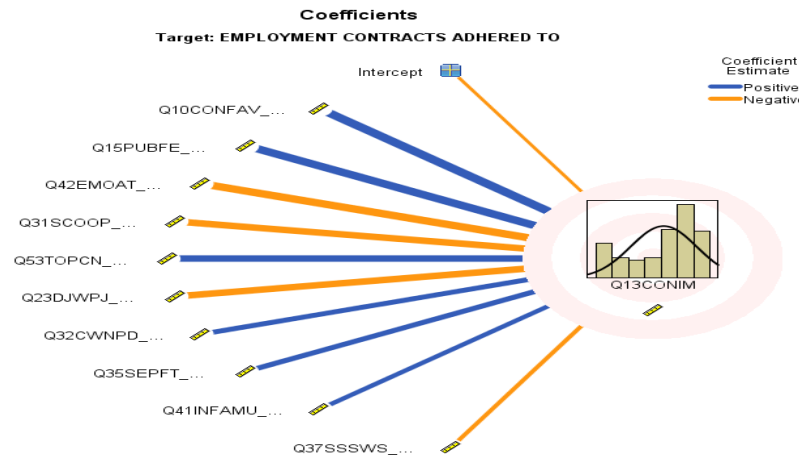


Figure 6 Coefficients chart of adherence to academic employee work contracts

Outliers
Target: EMPLOYMENT CONTRACTS ADHERED TO

Record ID	EMPLOYMENT CONTRACTS ADHERED TO	Cook's Distance
158	1.00	0.052
42	7.00	0.044
251	1.00	0.043
83	7.00	0.039
163	7.00	0.038
87	7.00	0.034
234	1.00	0.033
157	1.00	0.033
90	1.00	0.028
175	2.00	0.027
280	6.00	0.026
103	3.00	0.025
149	2.00	0.024
148	2.00	0.024
235	5.00	0.022
260	5.00	0.022
140	2.00	0.021
92	2.00	0.021
155	5.00	0.021
4	1.00	0.020
105	3.00	0.020
43	1.00	0.019
217	6.00	0.019
66	1.00	0.016
212	2.00	0.016

Records with large Cook's distance values, are highly influential in the model computations. Such records may distort the model accuracy.

Figure 7 Cook's Distance of outliers of adherence to academic employee work contracts

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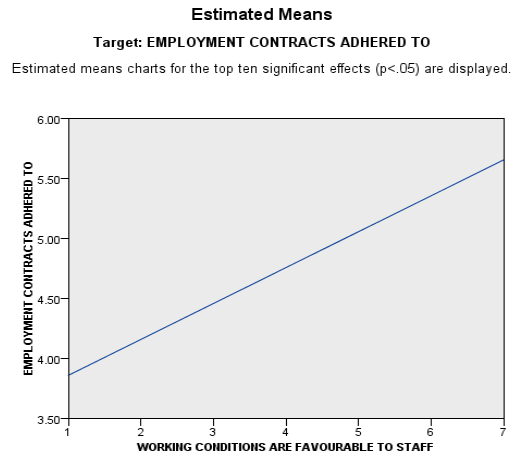


Figure 8 Estimated means of adherence to academic employee work contracts against favourable working conditions

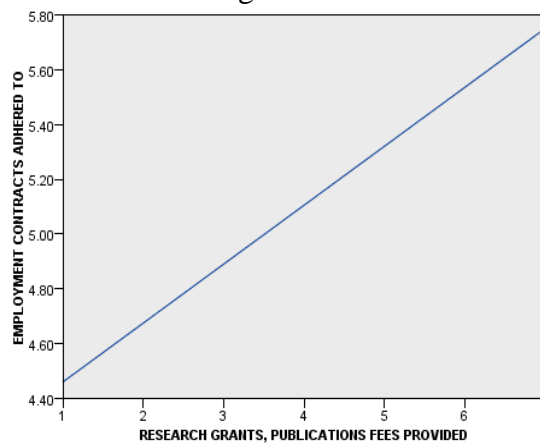


Figure 9 Adherence to academic employee work contracts against research grants and articles publication fees

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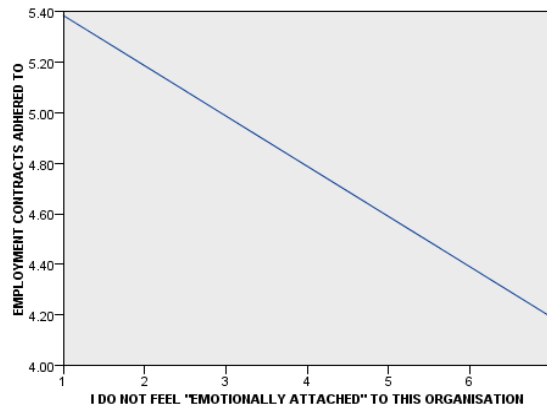


Figure 10 Adherence to academic employee work contracts against emotional detachment

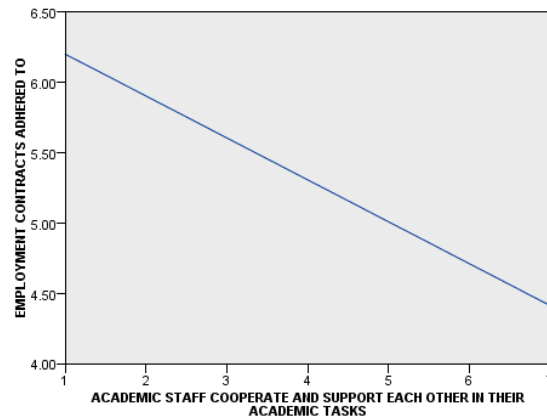


Figure 11 Adherence to academic employee work contracts against cooperative academic staff and support for each other in their tasks

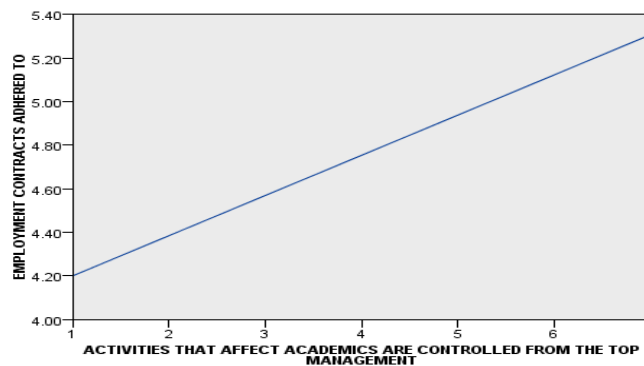


Figure 12 Adherence of academic employee work contracts against academic activities are controlled from Top Management

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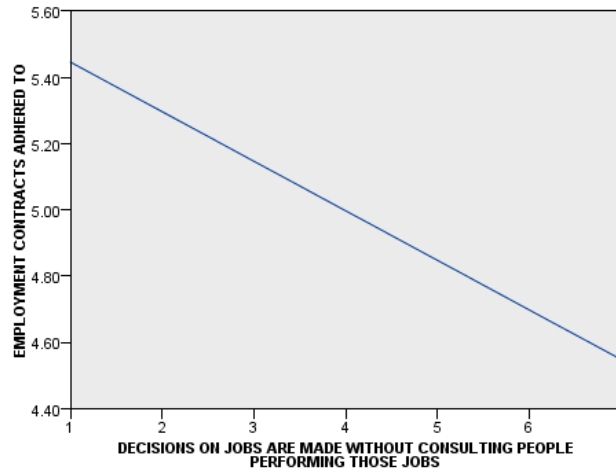


Figure 13 Adherence of academic employee work contracts against decisions on jobs without consulting jobholders

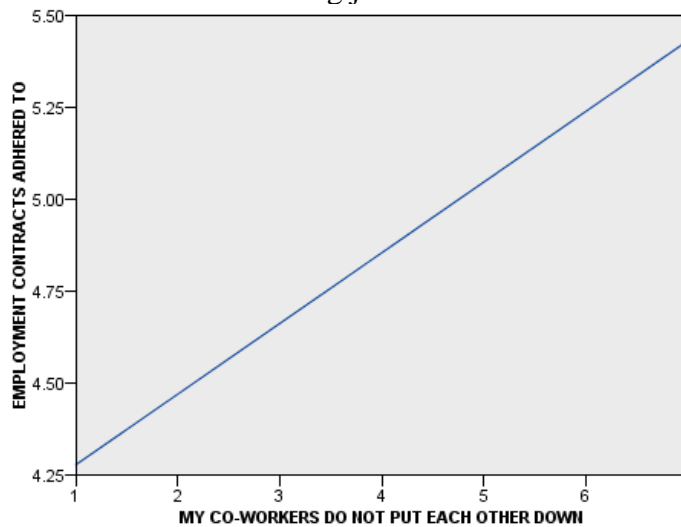


Figure 14 Adherence of academic employee work contracts against co-academics not putting each other down

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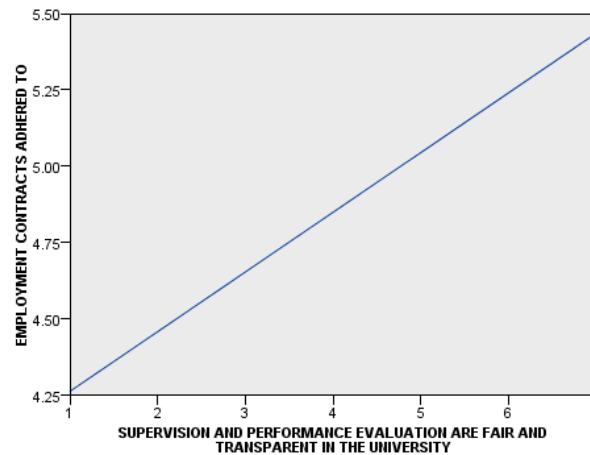


Figure 15 Adherence of academic employee work contracts against fair and transparent supervision and performance evaluation

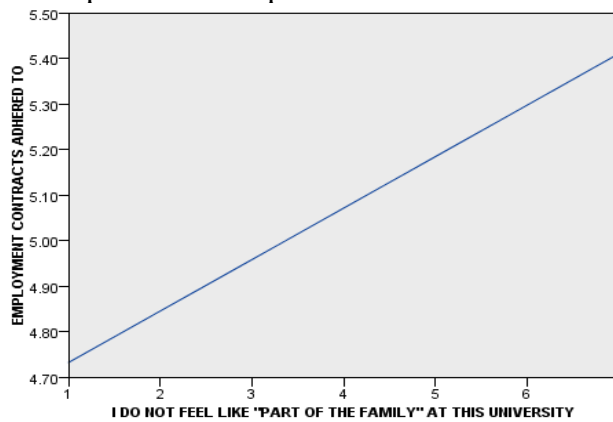


Figure 16 Adherence of academic employee work contracts against alienation from the University

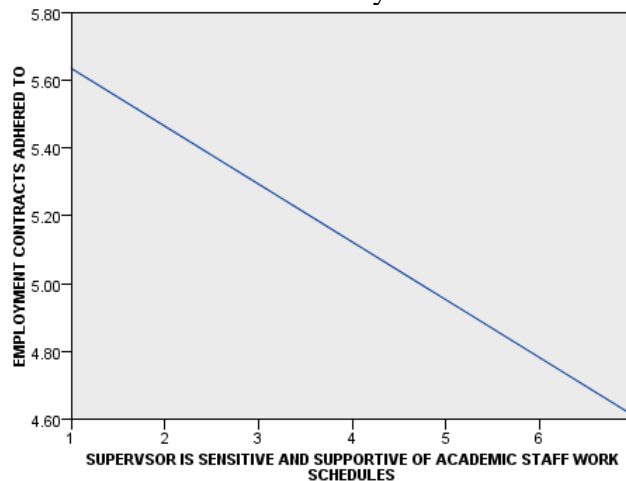


Figure 17 Adherence of academic employee work contracts against supervisor is sensitive and supportive of academic staff work schedules

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Model Building Summary
Target: EMPLOYMENT CONTRACTS ADHERED TO

	Step									
	15	16	17	18	19	20	21	22	23	24
Information Criterion	122.082	120.299	118.874	118.178	117.074	116.489	115.899	115.422	115.143	114.897
Q10CONFAV_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q24WKLDF_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q15PUBFE_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q42EMOAT_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q53TOPCN_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q20ANLVP_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q44DISRU_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q17ADVAS_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q6EXPIRL_transformed	✓	✓	✓	✓	✓	✓	✓			
Q35SEPFT_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q37SSWS_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Effect Q12ACFRE_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q23DJWPJ_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q31SCOOPT_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q32CWNPDT_transformed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Q14RSTUL_transformed		✓	✓	✓	✓	✓	✓	✓	✓	✓
Q41INFAMU_transformed			✓	✓	✓	✓	✓	✓	✓	✓
Q30SUPKCT_transformed				✓	✓	✓	✓	✓	✓	✓
Q51NUWAY_transformed					✓	✓	✓	✓	✓	✓
Q2MARSTAT_transformed						✓	✓	✓	✓	✓
Q7WOKSTAT_transformed							✓	✓	✓	✓
Q4AGE_transformed									✓	✓
Q9POSITNT_transformed										✓

The model building method is Forward Stepwise using the Information Criterion. A checkmark means the effect is in the model at this step.

Figure 18 Model Building Summary of Adherence to academic employee work contracts

Results and Discussion

Table 1 indicates that 26.4% of the respondents disagree that academic employees’ work contracts are adhered to, 7.3% are undecided, or not sure, 60.8% agree, and 5.6% did not give an opinion. Overall, 60.8% of the academic employees agree that their work contracts are adhered to in Kenya Public Universities.

Table 2 indicates the effect sizes, coefficient importance metrics, and statistical significance of selected predictors in the data. The favourable working conditions were the most important predictors of adherence to academic employees’ work contracts in Kenya Public Universities and were closely followed by research grants and articles publication fees. Also, supervisors who are sensitive and supportive of academic employees’ work schedules were the least important predictor of adherence to academic employees’ work contracts in Kenya Public Universities. Both the most important and least important effects were 0.117 and 0.033 important, respectively. Also, they were highly statistically significant (0.000 and 0.013). The

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coefficient of the intercept was -0.974 and marginally significant at 0.081. The most important predictor coefficient was 0.299, 0.117 importance metric, and highly significant at 0.000 for favourable academic employees' working conditions. The least important coefficient was -0.171, 0.033 importance, and highly significant at 0.013 for supervisors who are sensitive and supportive of academic employees' work schedules.

Figure 1 indicates that the model summary for adherence to academic employees' work contracts had 114.897 BIC using the Forward Stepwise regression approach (Datacadamia, n.d.). It was also shown that over 66.0% of the model was extracted by the Forward Stepwise regression method. Figure 2 indicates the predictor importance bar charts of adherence to academic employee work contracts in Kenya Public Universities. The most important bar chart predictor for measuring adherence to academic employees' work contracts is favourable working conditions. This predictor was closely followed by the provision of research grants and articles publication fees. The least important predictor for adherence to academic employees' work contracts in Public Universities in Kenya is supervisors are sensitive and supportive of academic employees' work schedules. Figure 3 indicates the observed predictor clusters of adherence to academic employees' work contracts in Kenya Public Universities. Overall, the observed predictor clusters indicate that a majority of the academic employees agree that the University adheres to their work contracts. Figure 4 indicates the histogram of the studentised residuals or leftover of the normal distribution. The mean is zero and a majority of the 272 observations lie within 68.0% of one standard deviation from the mean (Datacadamia, n.d.).

Figure 5 indicates the effect sizes (Nachid, 2020) of the importance of adherence to academic employees' work contracts in Kenya Public Universities. The most important effect was favourable working conditions with 0.117 importance and highly significant at 0.000. Also, the least important effect size was 0.033 for supervisors who are sensitive and supportive of academic employees' work schedules, which were high and statistically significant at 0.013. Figure 6 indicates the coefficients of the predictors (Nachid, 2020) of adherence to academic employees' work contracts in Kenya Public Universities. The most important coefficient predictor was favourable working conditions (coefficient was 0.299, 0.117 importance, and 0.000 significance) and the least important coefficient predictor was supervisors are sensitive and supportive of academic employees' work schedules (coefficient was -0.171, 0.033 importance, and 0.013 significance). Also, the intercept, emotional detachment, academic employees' uncooperative and non-support for each other with their tasks, decisions on jobs made without consulting the jobholders, and supervisors' insensitivity and lack of interest in academic employees work schedules seriously undermined or in the dissonance of adherence to academic employees' work contracts in Kenya Public Universities.

Figure 7 indicates Cook's distance metric for possible outliers in the data (Nachid, 2020). There were 25 Cook's distance "outlier" observations that hovered between one and four times the average Cook's thresholds of either 0.014 or 0.017, respectively. There were no data entry errors in the data. Sixteen observations or responses disagree that academic employees' work contracts adhere while nine responses agree that academic employees' work contracts are adhered to by the Kenya Public Universities. Figure 8 indicates that adherence to academic employees' work contracts in Kenya Public Universities varied between undecided or not sure towards an agreement with the proposition. Figure 9 indicates that adherence to academic

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employees' work contracts is partly predicated on the provision of research grants and articles publication fees to academic employees in Kenya Public Universities. This is so because the average responses varied and increased between agree somewhat and agree on the Likert scale.

Figure 10 indicates that adherence to academic employees' work contracts was in dissonance with emotional detachment in Public Universities in Kenya. This is so because the average responses declined from agreeing somewhat towards undecided or not sure whether academic employees' work contracts support emotional detachment from Public Universities in Kenya. Figure 11 indicates that adherence to academic employees' work contracts was in dissonance with whether there was cooperation and support for each other's academic tasks in Kenya Public Universities. This was so because the average responses declined from agreeing to either being undecided or not sure. Figure 12 indicates that there was a positive correlation between adherence to academic employees' work contracts and activities that affect academic employees in Kenya Public Universities are controlled by the top management. This was so because a majority of the average responses increased between undecided, or not sure, and agreeing somewhat. Figure 13 indicates that there was dissonance between adherence to academic employees' work contracts in Kenya Public Universities and decisions about jobs are made without consulting the jobholders. This is so because a majority of the average responses tapered from agreeing somewhat towards undecided or not sure.

Figure 14 indicates that there was positive correlation between adherence of academic employees' work contracts in Kenya Public Universities and academic employees' do not put each other down. This is so because a majority of the average responses increased from either undecided or not sure towards agree somewhat. Figure 15 indicates that there was a positive correlation between adherence of academic employees' work contracts in Kenya Public Universities and supervision and performance evaluation are fair and transparent. This is so because a majority of the average responses increased from about undecided or not sure towards agree somewhat. Figure 16 indicates that there was a positive correlation between adherence to academic work contracts in Kenya Public Universities and alienation from the university community. Figure 17 indicates that there was dissonance between adherence of academic employees' work contracts in Kenya Public Universities and supervisors' being sensitive and supportive of academic employees' work schedules. This is so because a majority of the average responses declined from beyond agree somewhat towards undecided or not sure.

For ease of reference, the insistent university environment has led to employees' anxiety, frustration, a decrease in employees' motivation and loyalty, lower commitment, and employees' turnover (Phakwrya & Sharma, 2018). Psychological contract has vast benefits or could be detrimental to the organisation. It is an unwritten set of expectations between the employer and employee. It comprises informal arrangements, mutual beliefs, common grounds, and perceptions between the two parties. It is a covert, imprecise, and implicit, especially because expectations are not communicated directly nor verbalised (Stevenson, 2019). While psychological contracts may not be binding in the Court of Law, they are binding in the Court of the employee opinion. Therefore, organisations and especially universities would do well to keep that in mind in handling academic employees' commitment (Phakwrya & Sharma, 2018; Stevenson, 2019).

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Organisations have introduced flexible work schedules for more profit. Also, organisations use work contracts to escape the cost associated with permanent employment while others use contract periods to drill employees into the culture of different attitudes at the workplace. This is so because of the categories of employment conditions they engage in (Ofosuhene and Sammo, 2020, Globalization Partners, 2020). Furthermore, permanent employees are more likely to be satisfied than contract workers. Permanent employees enjoy statutory benefits like pension, health insurance, paid leave, which culminate into a positive work outcome (commitment and motivation). Contract workers may not be as motivated as permanent employees. Besides, some organisations take contract employees as peripheral and so do not invest much in training them. Organisational studies have shown that the employee who perceive they are unfairly or unequally treated, do not put their best in the workplace (Wadera, 2011; De Jong et al., 2009).

Figure 18 indicates the overall model building summary using the Forward Stepwise regression method. The 114.897 least model Bayesian information criterion (BIC) was obtained for the best or optimal model solution occurred at the 24th step of the iterations that comprises 23 metrics or predictor variables. Therefore, the most important predictor for modelling adherence of academic employees' work contracts in Kenya Public Universities was favourable working conditions while the least important predictor was the academic employee's current position or hierarchy in the academic ladder. The other metrics or predictors used for achieving the model building summary include fair workload allocation, research grants and articles publication fees, emotional detachment, activities affecting academic employees' are controlled from the top management, annual leave allowances paid promptly, too much disruption in an academic's life they decide to quit their job now, opportunity to advance on an annual salary scale, experience on the job, fair and transparent supervision and performance evaluation, supervisors are sensitive and supportive of work schedules, academic freedom, decisions on jobs are made without consulting jobholders, cooperation and supporting each other with academic tasks, co-workers do not put each other down, research tools provision, state-of-the-art office infrastructure, alienation from the university community, supervisors treat academic employees' with kindness and consideration, encourages innovation, marital stability or status, and age for pension schemes, retirements, and natural attrition that enable academic employees replacement, replenishment, training, and retraining purposes.

Conclusion and Recommendations

Overall, 60.8% of the academic employees agree that their work contracts are adhered to in Kenya Public Universities. Favourable working conditions were the most important predictors of adherence to academic employees' work contracts in Kenya Public Universities and were closely followed by research grants and articles publication fees. Also, supervisors who are sensitive and supportive of academic employees' work schedules were the least important predictor of adherence to academic employees' work contracts in Kenya Public Universities. Also, over 66.0% of the model was extracted by the Forward Stepwise regression method. Furthermore, the most important predictor coefficient was 0.299, 0.117 importance metric, and highly significant at 0.000 for favourable academic employees' working conditions. The least important coefficient was -0.171, 0.033 importance, and highly significant at 0.013 for supervisors who are sensitive

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and supportive of academic employees' work schedules. In addition, the observed predictor clusters indicate that a majority of the academic employees agree that the University adheres to their work contracts.

The histogram of the studentised residuals indicates that a majority of the 272 observations lie within 68.0% of one standard deviation from the mean. Also, the intercept, emotional detachment, academic employees' uncooperative and non-support for each other with their tasks, decisions on jobs made without consulting the jobholders, and supervisors' insensitivity and lack of interest in academic employees work schedules seriously undermined or in the dissonance of adherence to academic employees' work contracts in Kenya Public Universities. There were no data entry errors in the data. Sixteen observations or responses disagree that academic employees' work contracts adhere while nine responses agree that academic employees' work contracts are adhered to by the Kenya Public Universities. Adherence to academic employees' work contracts is partly predicated on the provision of research grants and articles publication fees to academic employees in Kenya Public Universities and in dissonance with emotional detachment in Public Universities in Kenya. Also, adherence to academic employees' work contracts was in dissonance with whether there was cooperation and support for each other's academic tasks in Kenya Public Universities. There was a positive correlation between adherence to academic employees' work contracts and activities that affect academic employees in Kenya Public Universities are controlled by the top management.

There was dissonance between adherence to academic employees' work contracts in Kenya Public Universities and decisions about jobs are made without consulting the jobholders. There was a positive correlation between adherence to academic employees' work contracts in Kenya Public Universities and academic employees' do not put each other down. There was also a positive correlation between adherence to academic employees' work contracts in Kenya Public Universities and supervision and performance evaluation are fair and transparent. A positive correlation occurs between adherence to academic work contracts in Kenya Public Universities and alienation from the university community. Incidentally, there was dissonance between adherence to academic employees' work contracts in Kenya Public Universities and supervisors' being sensitive and supportive of academic employees' work schedules.

It is recommended that human resource practitioners in Kenya Public Universities modulate the interplay of favourable working conditions, publication fees, emotional detachment, top management control, annual leave payments, incentives to remain, advance on the annual salary scale, experience, performance evaluation feedback, supervisors support and sensitivity to work schedules, academic freedom, consulting jobholders, academics supporting each other with tasks, not putting each other down, research tools provision, kind treatment, encouraging innovation, marital stability counselling, seamless part-time to full-time transition, age-related pension administration, and hierarchy to harness optimal academic employee commitment and sustainability.

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