

## The relationship between job security and employee performance in Kole district local government: A descriptive, correlational study.

Fred Ojok Ongom\*, Evelyn Hope Kyokunda  
School of Graduate Studies and Research, Team University

---

### 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 in nature. The target population of this study was 124 employees of the Kole District local government. The researcher adopted Morgan & Krejcie's sampling table to determine the sample size, and 92 staff were selected as respondents of the study. Simple random sampling technique 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 Kole district to fill out 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. Findings showed that there was no formalized career path for employees. And there was limited access to leadership and management roles, hence limiting the growth of employees and leading to low employee performance.

However, findings also revealed that Kole District Local Government had numerous job openings, which makes 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 Kole district, employees are not recognized for providing extra efforts, 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.

**Submitted:** 2024-02-22 **Accepted:** 2024-11-28 **Published:** 2025-07-30

---

**Corresponding Author:** Fred Ojok Ongom

Email: [fredojok1234@gmail.com](mailto:fredojok1234@gmail.com)

School of Graduate Studies and Research, Team University

---

### 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 to 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 have a negative impact on 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 the way in which 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 in nature. This was because the study described the characteristics of respondents, studied 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 cross-sectional 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 at 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 & Kreijcie's (1970) sampling table to determine the sample size. Therefore, 92 staff members 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 Principal 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, 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 Kole district to fill out and return after one week. Secondary data was obtained directly from the magazines, journals, newspapers, annual reports, and websites that are related to 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 on questions 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, which 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 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 the conclusion. Data in the questionnaire were analyzed using frequency distributions and percentages to determine the respondents' responses. The data was analyzed using 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 and 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. A 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 this is achieved 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 used for academic purposes.
5. The potential respondents will not be identified by name. 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 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: Showing the response rate of the respondents**

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

Source: Primary data 2023

Table 1 demonstrated the respondent's 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:** Distribution of demographic characteristics of the respondents

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

**Source: Primary data 2023**

Table 2 shows that 55 respondents were male, who constituted 69% while Females were 25 constituted 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 the hospital or anything else, the service suffers, and this could also explain the large numbers of men employed by the local government who 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 between the ages of 36 and 45 years, 24% are between the ages of 46 and 60 years, and 23% of the employees are between the ages of 20 and 35 years. While 51 years and above constitutes 3.5% of the respondents. This implies that age significantly determines the relationship between employee satisfaction and employees' performance at 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, while 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.

Response shows that the majority of administrative staff at Kole District Local Government hold a bachelor's degree, representing 55% (University education), 39% of respondents had a 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 has appropriate skills and knowledge in handling the district services.

Most respondents worked in the service for 6-10 years, showing 60%, and 24% of respondents spent 1-5 years. Those over 10years 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.

**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

### Job security and employee performance in Kole District Local Government

The study used a 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 participants' responses based on percentages (P), frequency (F), standard deviation (Std), and mean.

According to Table 3, the average response on 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 on average, respondents agree that in the Kole district, there is constant restructuring of departments, personnel transfers, and job roles, which creates uncertainty for employees, hence affecting the 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, on 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 is no job security guarantee at Kole district local government as no appointment letters and contracts are 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, on average, respondents disagree that there are no job security guarantees at the Kole district local government, as there are appointment letters and contracts signed by staff

On the statement "The 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 on average, respondents disagree that the majority of the staff at Kole district were temporary, 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 they are 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 a delay in the payment of salaries for staff at Kole district, which demotivates staff, hence they are absent most time, 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. On average, 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. On average, 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 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 the growth of employees and leading to low employee performance.

However, findings also revealed that Kole District Local Government had numerous job openings, which makes 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 Kole district, employees are not recognized for providing extra efforts, 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 in explaining employee satisfaction. It was assumed that employee satisfaction was only influenced by recognition.

According to the findings, the correlation between job security and employee performance of employees at Kole District was ( $r = 0.325$ , sig 0.004). This showed a positive and significant relationship; hence, job security influences employee performance in 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, giving employees assurance of continued employment contributes to employee satisfaction and their 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;

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

## List of Abbreviations

<b>ACODE</b>	Action for Community Development
<b>CVI</b>	Content Validity Index
<b>DLG</b>	District Local Government
<b>LG</b>	Local Government
<b>HR</b>	Human Resource
<b>KDLG</b>	Kole District Local Government
<b>NIOSH &amp; Health</b>	National Institute for Occupational Safety

**SAD** Self-Administered Questionnaire  
**SPSS** Special Package for Social Science

### Source of funding

The study was not funded.

### Conflict of interest

The author had no conflict of interest.

### Author Biography


Fred Ojok Ongom is a master's student at Team University.

### References

1. Cooper, D., & Schindle, P. S. (2008). *Business Reserach Methods 8th edition*. New Delhi:Tata McGrawhill.
2. Gichuki, M. M., & Munjuri, M. G. (2018). Influence of job enlargement on employee performance in the railway industry in Kenya. Archives of Business Research, 6(5). <https://doi.org/10.14738/abr.65.4608>
3. Human Resource Report (2022)
4. Krejcie, R., & Morgan, D. (1970). Determining Sample Size for Research Activities. Educational and Psychological Measurement, 30, 607-610 <https://doi.org/10.1177/001316447003000308>
5. Okoth, V. A., & Oluoch, M. F. (2019). Motivation and employee performance at avenue hospital kisumu county-kenya. *Business Management Dynamics*, 9(5), 20.
6. Steyn R, Vawda N. Job characteristics: their relationship to job satisfaction, stress and depression. *J Psychol Afr*. 2014 May;24(3):281-284. doi: <https://doi.org/10.1080/14330237.2014.906076> PMid:25632265 PMCID:PMC4306429.
7. Ponsonby, R. (2018) and Mehta, K. (2018) Seven Reasons for Employee Motivation. LSST Staff Blog. [Blog] 01 March. Available at: <https://www.lsst.ac/blogs/seven-reasons-for-employee-motivation/> [Accessed: 12<sup>th</sup>, november 2023]
8. Focus Financial (2021), What Is Cost Savings vs. Cost Avoidance?

### PUBLISHER DETAILS

**SJC PUBLISHERS COMPANY LIMITED**



**Category: Non-Government & Non-profit Organisation**  
**Contact: +256775434261(WhatsApp)**  
**Email: [admin@sjpublisher.org](mailto:admin@sjpublisher.org), [info@sjpublisher.org](mailto:info@sjpublisher.org) or [studentsjournal2020@gmail.com](mailto:studentsjournal2020@gmail.com)**  
**Website: <https://sjpublisher.org>**  
**Location: Wisdom Centre Annex, P.O. BOX. 113407 Wakiso, Uganda, East Africa.**