

Perception towards impact of Corporations' pay plans for part-time lecturers on service delivery in Kenya: A case of Public Universities

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Article Info	Abstract
Received : 2024-03-26 Accepted : 2025-05-09 Published : 2025-05-31	<i>The swelling enrollment of students in the university programs and the nearly frozen teaching staff hiring in the universities lead to a gap in regular lecturers consequently calling for the faculties to outsource for part-time lecturers (PTLs). However, the plan for their remuneration remains elusive. The purpose of the study was to establish the perceptions towards impact of corporations' pay plans for PTLs toward their service delivery. Specific objectives were to determine: whether there are any pay plans for PTLs by the public universities; nature of pay plans for PTLs and to establish level of satisfaction of PTLs with the universities' pay plan and to establish level of satisfaction of with the universities' pay plan. The study used critical literature review supported by Ferrer (1998). A theory of Social Justice underpinned the study. The study established that: there were letters of appointment without exact time of payment. That the question when will the payment be effected silently rested on availability of funds. That many a times delayed payments after marking and submitting scripts make the lecturers frustrated and that there was high level of dissatisfaction amongst PTLs with uncertainty of their pay by the universities, consequently affecting their teaching and research. The findings have implications on University management to properly plan for PTLs and quickly remunerate the. No study of that nature has been done in Kenya hence bridging knowledge gap and that it could help solve the problem of elusive remuneration of PTLs in Kenya.</i>
Keywords: : perceptions; impact of corporations' pay plan for part-time lecturers; service delivery; public universities; Kenya	

INTRODUCTION

Overview of the study

The study is presented in the following manner introduction; Methods and Materials, results and discussions, conclusions, novelty of the study. The purpose of the study was to establish perceptions towards impact of corporations 'pay-plans for part-time lecturers on service delivery in public universities in Kenya. Specific objectives were to establish whether universities have properly structured pay plan for part-time lecturers; to establish the nature of universities' PLs pay plan; to establish the level of satisfaction of PLs with the universities' pay plan for them and to establish the effects of the universities' PLs pay plan on their service delivery.

Background Literature

Part-time lecturing is quite significant in teaching and research in the universities, given the swelling enrollment of student's vis-a-vis the near-freezing of hiring lecturers on full-time basis by the Government due to the competition in budgetary allocations. All boil down to cost saving for the universities and the government. However, quality concerns have been raised especially due to the fact that there is lack of proper pay plan for part timers and consequently delayed payments and or non-payment for services delivered and the dissatisfaction that come with it therein. Much as universities tend to treat PLs as second class citizens, the dons usually do the critical functions that universities are instituted to achieve namely teaching and research.

A study on strategizing cost: effectiveness of part-time lecturers on university education in Kenya (Kyule et al, 2014), assessed the effectiveness of part-time lecturers as a cost-cutting strategy, while adopting a survey study design, surveyed 130 PTLs. The findings established that: PLs were not satisfied with the manner they were treated especially when it came to payment of their dues by the universities. They were not adequately motivated and lacked commitment to their part-time teaching with quality implications on university education. This demonstrates the distraught amongst PTLs with the state of affairs on matters of payment for their service delivery by universities.

Study on an assessment of relationship between part-time instructors' and performance of university graduates in Kenya's economy :effects of salary payments (Musa, 2020) is categorical over financial crunches that bedevil Kenya's public universities today, culminating into non-compensation of fulltime lecturers' extra work and PLs too .However the teaching and research inputs of PLs on university education cannot be overlooked, given that there are just but a few full-time lecturers in the Kenyan universities due to competing areas for budgetary allocations in Kenya today. The none-timely remuneration or sometimes completely non payments demotivate them and likely to negatively affect their service delivery on processing the university students' performance in the business and in the economy in general. Quality issues take center stage in such a scenario. The study adopted a cross-sectional survey design in which 48 PLs from 12 universities for all over Kenya were surveyed. The study established that there was significant positive relationship between part-time instructors and performance of the university graduates in Kenyan economy. The finding is in agreement with the complaints emanating from Commission for University Education's (CUE's) and Federation of Kenya (FKE) over half-baked graduates unfit for the job market.

A study on teaching experience of part-time lecturers affect quality of university education in public universities in Kenya (Wambui et al., 2016) rested on evidenced based on complaints raised by stakeholders in Kenya such as FKE and CUE over the semi-baked graduates being milled into the Kenyan economy by the universities and hence quality nexus. The study used descriptive and correlational study designs, targeting internal and external PLs, heads of departments drawn from universities chartered between the years 2000-2013. Random sampling procedures was used to get 241 respondents to whom a research questionnaire was administered. Out of 241 questionnaires administered, 202 were returned translating into 84% return rate. Analysis of Variance (ANOVA) was used to test hypothesis and Linear Regression analysis was administered to test relationship between independent and dependent variables. The study established a positive relationship between predictor variable and outcome variable. One of the main findings was that most of part-time lecturers (PTLs) had over 5 years' university teaching experience, implying that were experienced enough to be hired permanently by the various universities.

A study on effect of part-time lecturers on effective use of resources by Public Universities in Nakuru County, Kenya by (Okhato & Wanyoike, 2015), focused on strategy of determining effective use of resources by public universities in Nakuru County. The study targeted heads of academic departments, 21 respondents were surveyed using a questionnaire. The study established a gap in the effectiveness of use of resources by PLs in the Public Universities in Nakuru County, Kenya. Implications on university management and other key stakeholders in university services to ensure a conducive work environment enabling PLs to put into effective use of resources.

A study by on related factors and their influence on part-time academic staff in institutions of higher learning in Nairobi and Mombasa Counties Kenya by Mukyulu & Sakwa (2014), explored literature review in regard to organization of part-time faculties with a focus on effects of leadership styles, organizational culture and the pay. Questionnaires were used to gather data amongst 227 part-time lecturers. The study established significant positive relationship between PLs service delivery and organizational leadership style, culture and the compensation. The findings determined organizational culture included family responsibility, job related factors and economic forces.

A study on influence of compensation on performance of party-time lecturers: The cases of Rongo and Kisii universities, Kenya by Otenga and Omolo (2018) used a descriptive survey design in which 60 Part-timers were surveyed through administration of Part-time lectures' questionnaire. The study established that unreliable/and or lack of proper PLs compensation plan by the two universities affect their motivation and service delivery negatively because some of the dons are purely part-timers and there delayed and or no payments usually paralyze their ability to move to and from the universities for service delivery, with implications on quality. Implications of these findings on university management to have properly structured pay plan for PLs and ensure it is adhered to and quick remuneration to enhance planning by the PLs and hence improve their quality of teaching and research in the universities.

MATERIALS AND METHODS

Literature review was the mode use to collect data on the subject of perceptions towards corporations' pay plan on service delivery of Part-Time Lecturers in Kenya's Public Universities. The use of critical review of empirical literature is supported by the work of Ferrer (1998) and hence related screened scientific secondary data were reviewed towards putting. Ferrer on meta-analysis underscores it support to study based on empirical works the caliber of this one.



Figure 1: Map of Kenya showing Locales where Universities are

RESULTS

The purpose of the study was to establish the perceptions towards impact of corporations' pay plans for PTLs toward their service delivery. Specific objectives were to determine: whether there are any pay plans for PTLs by the public universities; nature of pay plans for PTLs and to establish level of satisfaction of PTLs with the universities' pay plan and to establish level of satisfaction of with the universities' pay plan. It is along this arrangement that this section is presented.

These were guided by the study objectives that gives the logical thematic discussions and presentation of the work. This logical presentation follows the orderly research tradition following the thematically schemes.

The Question as to whether there are any pay plans for PTLs in Place by Kenya's Public Universities

There is the plan of giving appointment letters to PTLs, specifying how much they expect per hour, expected contact hours with the students, when the semester commences and when it ends and the assigned duties. However, when exactly the payments will be operationalized remains unclear and it is for that reason that PTLs take up to even over 5 calendar years before receiving any payments for their teaching service.

A study on influence of part-time lectures' payment management on the Dons' Performance Oguk and Imboga (2021) are categorical of the significant teaching and research services provided by the PLs in the public universities and the consequences of non - compensation and or lack of clear plan for their compensation and the implications on quality of university education. The study used a survey study design in which 100 part-time lecturers drawn from three selected public universities from Kenya were surveyed. Part-time lecturers' questionnaire was formulated and administered to the sampled PLs. The findings showed that public universities generally do not have in place proper pay plan for PLs and that their payment

will all depend whether the universities have money or not and this leads to low morale amongst this category of university dons and that the worst hit are the external part-timers whom some could have been lastly paid by the universities over two years ago. That most of the external part-time lecturers had over 5 years of university teaching experience implying they were experienced enough to be given salaried employment by the universities even though depending on human resources needs. That 30% of the PLs surveyed were purely part-timers that is they did not have any other job other than part-time teaching engagement by the universities. That the part-time teaching payment by the universities is not dependable and hence the dons were demoralized. The findings have implications on universities key role players like the university management to put proper pay plan for part-timers for them to properly plan themselves concerning movements, and other personal effects for purposes of ensuring quality service delivery and commitment to work. Hiring of Some PLs based on human resource needs would be a good practice.

A study on assessing effective of current readiness measures to part-time; lecturer absenteeism at selected universities in Hargeisa, Somaliland by AbdiShakur and Ainebyona (2020) adopted a qualitative study design in which unstructured interview schedule and participant observation were used to gather information. The study established chronic absenteeism of a good number of PLs and reason for that largely revolved around nonpayment of their dues and or irregular compensation for their services, culminating into in their inability to move spatially, the scenario which bears on content coverage and quality of university education. The implications are on close monitoring of class attendance by the relevant quality assurance concerns of the universities while first and foremost ensuring appropriately structured and timely compensation of the PLs towards helping them meet their daily requirements and other planning with view ensuring their attendance to students and quality of service that meets the threshold.

Research on the quality of university education in Kenya and Kenya Vision 2030 the working Environment of Lecturers by Gogo (2011), used a descriptive survey design in which 100 lecturers consisting of 50 regular lecturers and 50 PLs were surveyed to find out about their work environment covering areas like availability of curricula materials/facilities, remuneration /payments, structured departmental meetings to deliberate over curricula issue including teaching and content coverage, assessments, moderation of exam drafts, marked exam scripts amongst others. The study established that in terms of compensation, PLs reported lack of regular compensation plan that affects their planning and work satisfaction with implications on quality of teaching and research. That regular meetings are organized by the heads of departments to set directions on academics whenever necessary.

A study on the question are lecturers in Kenya motivated to teach? by Bett (2020) leveraging on a survey study design sampled 200 lecturers drawn from the public universities in Kenya consisting of 50 part-time lecturers and 150 regular lecturers. The study established to some extent both part-time and regular lecturers are motivated to teach especially through internal drive to do the teaching job with passion. However, this scenario varies from amongst faculty members. The study established that the regular lecturers are more motivated to teach especially with regular pay and allowances that are dependable compared to part-time lecturers whose payments will only be done when funds are available. Work environment like availability classroom infrastructure and requisite learning/teaching resources motivate lecturers to teach. That what motivates lecturers to teach could be internal/personal passion to teach and institutional through incentives and rewards /remuneration, provision infrastructural space and curricular materials and teaching plans in place like time table. These findings have implications

for universities' management to adopt proper human resources management strategies like provision of sufficient teaching/learning infrastructure for faculty lecturers, provision for growth and development opportunities in the work place, timely and structural remuneration for part-timers on a regularly planned model.

On the quality of university education and Kenya Vision 2030: The working environment for lecturers Gogo (2011) used a survey design in which questionnaires were administered to collect data. The study established that availability of curricular materials and infrastructure enriches learning environment towards achieving vision 2030 and quality education framework.

Research on Payment of part-time faculty staff at Kampala international university, Uganda by Hebirmana (2020) sought to establish whether there were any pay plans for part-time faculty. To establish the nature of university, pay plan for part-time lecturers and to establish the impact of the pay plan on lecturers' motivation. The findings showed that there was no structured pay-plan for the part-time lecturers and that the part-times were demotivated and demoralized due to irregular payments of their dues for teaching and research services to the university and that this significantly affected their ability to move and plan and hence their service delivery with implications on the quality of education. Complaints over quality of university education and graduate students therefrom by stakeholders such as Federation of Kenya Employers (FKE) and Commission of University Education (CUE). The study used survey design 241 respondents were sampled from amongst the Public universities in Kenya. Questionnaires were administered to collect data and Analysis of Variance was done to find out whether independent variable influenced the dependent variable.

A study on impact of communication and management of part time lecturers on quality of education in universities in Kenya by Wambua (2014), is categorical over swelling enrollment in the universities amidst government's funding cuts a situation that has overstretched the universities' facilities and faculty human resources calling for hiring Part-Time lecturers (PLs) to meet the teaching force gaps, and also perception that through part-time faculties, universities would save costs. The target population consisted of PLs in the various campuses of the universities. Chebii (2019) on contributions and challenges of Associate faculties in the wake of expansion of university education in Kenya characterized with ever swelling student enrollment and that proliferation of the universities has witnessed universities adopting cost sharing model through hiring PLs in public university this is hinged on the fact that the government has greatly reduced capitation while for the private varsities cost sharing concerns with implications on quality given the fact that payment for part timers is not only low but too undependable with negative consequence of their service delivery.

A study on Lecturer quality in Public universities in Kenya by Kalai (2020). Complaints have been raised as to the quality of education in the Public universities of Kenya as manifested in their graduates that have been blamed not skilled enough to fit smoothly in the job market in Kenya and the fact that PLs pay is not forthcoming in most public varsities. The study was conducted in 36% of the public universities in which participants included 1107 third and fourth years. The findings were that the PLs did not regularly attend lectures with impact on syllabus coverage and to a large extent implication on quality.

On the question as to the Nature of PTLs' pay plan

The issue about the nature of PTLs' pay-plan is that there is lack of clarity as to when it would be operationalized but when scrutinized in the lens of letters of appointments it is presumably by the end of every semester a situation that in practical reality is not true when

viewed in the lens of the universities' modus operandi when it comes to PTLs compensation for the services delivered.

A study on Lecturer student ratio and ICT related factors influencing provision of quality education in Public universities in Kenya: case of Faculty of Arts, University of Nairobi by Kuja (2021), University of Nairobi was ranked number 6 out of 1448 universities in Africa this has effect on quality. This points out as to the need for hiring more full time teaching manpower, however, the gap can temporarily be bridged by part-time faculty staff

A study on influence of Part-time lecturers among university academic staff in Kenya due to the swelling students' enrollment by Adagala (2019) used survey design and questionnaires were administered to collect requisite data. The study established that part-time faculty staff play a crucial role in teaching and research and hence the necessity for catering for their welfare including timely compensation for services discharged

A study on Housekeeping chores or quality education the dilemmas faced by lecturers in public universities in Kenya by Sidha (2017) used secondary data and was cognizant of the fact that education in Kenyan universities has reached the golden age when we go by increased demand for higher education and the ever swelling enrollment of higher educational institutions amidst overstretched academic faculties and consequently hiring of PLs to meet the teaching force gaps a quality implication.

A study on strategy on cost: effect of part-time lecturers on university education in Kenya by Kyule et al., (2014) explored literature on the work. That universities have hired part-time faculty to meet the manpower gap and as a cost saving strategy. Study looks at effect of part-time lecturers as a cost saving strategy. The study established that quality question about part-time teaching arises because their remuneration is not adequately planned and consequently the dons are demoralized negatively affecting their service delivery.

A study on the influence of Part-time lecturers' payment management on the Dons' Performance by Oguk and Imboga (2021) are cognizance of the rapidly swelling university enrollment in Kenya from 2015 when enrolment rose from 361,379 to 443,783 leading to demand for more university spaces, facilities and teaching manpower, necessitating the need for more part-time lecturers' recruitment to meet the teaching force gap. That it was from that time that those who got minimum entry of university of C+ and above were directly admitted to university by the joint admissions Board (JAB). This indicates the significant role of part-time lecturers in the wake of swelling university enrolment amidst gaps in numbers of regular academic staff. In fact, part-times by far surpass the number of regular faculty staff and hence the necessity for considering their pay plan if quality teaching and research are to be guaranteed in public universities in Kenya.

A study on implications of communication and management of Part-Time Lecturers (PLs) on quality of university education in Kenya by Ouch and Okong'o (2022) use literature review approach and the central issue revolves around uncertainty of PLs pay leading to their demoralization with effect on their service delivery hence the quality concerns that emerges in regard to university education. This does not mean that part-time lecturers are incompetent but is because of the challenging work environment with rare payment for service delivery.

Standard News Paper (12th, October,2023) on Public universities sunk into Financial mess' reports of pending part-time lecturers pay amounting to Kenya Shillings 4.7 Billion during the 2022/2023 Financial Year showing the huge challenge that could be facing these very critical human resources, with ramifications on teaching quality and research, the core functions of universities.

On the question of the Level of satisfaction of Part Time lecturers with the universities pay arrangement

On the question of level of satisfaction of PTL with the uncertain universities pay plan for them, there is high level of demoralization and dissatisfaction of the lecturers leading doing the work half committedly.

On determinants of organizational communication of part-time academic lecturers in higher Academic Institutions in Nairobi and Mombasa by Matata (2015), adopted a descriptive survey design in which 227 academic staff were sampled for study to whom questionnaires were administered to collect data. Twelve Academic heads of department (HoDs) were also sampled for the study and to whom interviews were administered to collect qualitative information. Regression analysis was used to determine how independent variable influence dependent variable. The study established that certain communication on part-time lecturers' payment remains elusive, consequently they are demoralized. That there are also lack of motivational strategies for them and that the scenario led to their less commitment to work.

A research on an assessment of relationship between job stressors and faculty performance in selected private universities in Kenya by Mwenda et al., (2019), adopted a survey study design selected 384 full-time and part-time lecturers were sampled for the study. The job stressors captured were workload, job security and career progression while faculty performance was evaluated as a component of research. Both descriptive and inferential statistics were applied in the analysis of data where appropriate. The findings showed that R^2 value =0.499 while beta value=-0.667, indicating an inverse relationship between job stressors and faculty performance, with $p < 0.05$. The H_0 was rejected, revealing significant relationship between job stressors and faculty performance. Implications of this finding to the university management to reduce job stressors amongst lecturers to improve faculty performance.

A research on influence of outsourcing adjunct faculty in students' satisfaction in Public Universities in Kenya by Wangare (2018), adopted descriptive design targeting a population of 237,004 out of which 258 respondents were sampled for the study anchoring on Calmoun and Calmoun Formula. The study established positive relationships between competencies, role performance work ethics and students' performance. That for every unit increase in competency, role profile and work ethics, there is a corresponding increase in students' satisfaction. The findings have implications for university management to give an enabling environment and opportunities for sharpening faculty staff competencies, strengthen role profile and ethics amongst universities' faculties.

A study on effects of late payment of teachers' salary on learning process in Public secondary schools in Coast Region of Tanzania by Katete and Nyangarika (2020), adopted survey study design in which 4 Public secondary schools selected from Kibaha town and Kibaha rural region with respondents consisting of head teachers, teachers and students. Questionnaires, interview schedules, document analysis and Focused Group Discussion were used to gather data. The findings revealed that delayed teachers' remuneration affected preparation for work, resulted into teachers' chronic absenteeism from work, poor service delivery and high demoralization of teachers with negative implications on quality. The same experiences are likely to apply for part-time lecturers whose pay are not prioritized, especially by the public universities in Africa and Kenya in particular.

A study on impact of remuneration on staff productivity on Imo State University, Owerri Library and Coal City University, and Enugu Library Egbuchu and Osuagwu (2023), while leveraging on survey design selected 25 Library staff of Imo state and 5 Library staff of Coal Universities for the study. Five level survey questionnaire of much above average, above

average, average, and much below average scores were administered to the librarians to gauge their responses. The performance based levels of the two groups were correlated at $p < 0.05$. Implications of the findings to university management is quick remuneration for the librarians without delay towards ensuring effectiveness in service delivery.

A study on impacts of non-salary payment on lecturers' performance on Climate Change Affected Universities: A Case study of university of Nigeria by Chugbu et al., (2021), adopted gap analysis and sample survey in which 793 people were targeted for study. Questionnaires and interviews were administered to collect data. The study established that non salary payment for lecturers demoralized them and hence affected their service delivery negatively with implications on quality. Implications of the findings for university management to quickly and timely remunerate lecturers.

On the question as to the effects of uncertainty of PTLs' Pay on their Service Delivery

This is a critical question as it affects employees' commitment to work due to motivational levels and the findings in this case points out to the fact that uncertain and or delayed payments for PTIs is a bottleneck to their planning, movement and or even further online research outside the university physical environment that requires some personal expenditure towards internet access with implications on quality. The fact that some PTLs are wholly dependent on the part-time work, uncertain payments is in bad taste for them and hence demoralized them and sometimes the physical contact hours with the students may not be one hundred percent attained because the transit to and fro the university environments implies some financial cost to be incurred which sometimes is not available due to uncertainty of their compensation or remuneration by the universities that contract their service for teaching and research.

On Part Time Instructors' in the higher educational institutions: The Lessons, The Limited, the left-over and the survivors by Cabello et al., (2022), uses literature review approach with more focus on the plight of PTIs who are disadvantaged in the manner they are handled especially when it comes to their pay. The study was guided a number of theory including Maslow's Hierarchy of needs theory, Heideggerian Phenomenology Design, Interpretative Analysis (IPA) of Van Manen popularized by Moustakars with 7-step analysis first sampled 11 participants in the HEIs in Philippines during the 2021/2022 Academic Year. Findings indicate that part-time faculty are not handled well, especially on matters regarding their remuneration, despite being great contributors to teaching and research in the universities of Philippines and therefore their welfare in regard to timely pay for their services is necessary toward quality assurance.

A study on Employee compensation, motivation perceived equity, supervisor support and performance of Academic staff in Kenyan chartered Public universities by Ochieng (2022), adopted a literary criticism and appreciation in the study and cognizance of the significance of employee remuneration in an equitable manner if at all employee commitment to work is to be attained. That unfair and inequitable treatment of an employee is likely to lead to employee turnover. The study was underpinned by Maslow's Hierarchy of needs Theory, Equity Theory and Positivist Philosophy and also adopted descriptive –cross-sectional design to enhance the study. Multi-stage sampling procedures were used to get 46 respondents out of target of 246 populations. A sample size of 370 Academic staff selected from a population of 2011 using easy sample size. Data collected consisted of employee motivation, perceived equity, supervisor support and employee performance. Questionnaires were administered to 370 respondents out of which 247 were returned (69%) return rate. Test of normality linearity and multi-collinearity and homoscedasticity revealed that data was normally distributed. Linear and independent errors and

qualitative and quantitative techniques used in the data analysis. The study established that there were weak relationships between compensation and employee performance and that employee performance was mediated with motivation. Compensation is meant to improve employee motivation towards higher performance. That employee performance was moderated by perceived equity in handling and dealing with employee payment. The study confirmed that employee compensation affects their work performance. That employee compensation is moderated by perceived equity and supervisor support on employee performance. Further employees perceived that support by their supervisors influenced their motivation and hence will be motivated to work hard and improve performance. The implications of the findings for the corporations to put in place motivational strategies towards improving employee performance including equitable treatment of workers, supervisor support to employees and compensation.

A study on institutional factors influencing employee job satisfaction in Rongo University, Migori County, Kenya by Odhiambo (2022) adopted a survey design in which 804 university employees were targeted out of whom 20 academic inclusive 5 part-time lecturers and 60 non-academic staff participated in the study. Questionnaires and interviews were administered for data gathering. The study established that four parameters used (availability of social amenities, adequacy of financial incentives, availability of professional development programs and career progression) were key determinants of job satisfaction

A study on relationship between employees' motivation and retention in Higher Educational Institutions (HEIs): A Case of Cooperative University College of Kenya by Ouma (2017), adopted a descriptive survey design in which 90 employees of the university were targeted. Forty-five (45) people were sampled for the study. Findings were that most respondents reported that money played a critical role of employee motivation and that it was the major motivational factor. However, scholars disagree with this school of thought and maintain that money is only just but a short-term motivator. That other motivators included recognition in the work place for example many respondents acknowledged having been appreciated by their bosses in their discharge of duties, that formal praise with comments like well-done make employees feel satisfied, that other cognizance in organizations such as university badge for identification, award of T-shirts with name of the university, being given a calendar amongst others make employees feel recognized and identification by the university hence motivated and retention. These finding have implications for the university management to consider workers in their motivational strategies so as to ensure they are motivated. Despite these contentions it is admissible that payment for service delivery especially in the context of developing nations is a critical motivator to workers, including part-time lecturers in the universities.

A study on impact on remuneration and career growth on service delivery on the support staff of Public Secondary Schools in Tanzania by Makambo (2021), while leveraging on correlational survey design, had questionnaires and interviews formulated and used to gather data. The respondents consisted of auxiliary staff drawn from 50 sampled secondary schools. The study established that both remuneration and growth had strong relationship with employee commitment at ($p < 0.05$). The findings have implications on Boards of Management for appropriate employee remuneration and growth towards gaining and maintaining their commitment to work and hence service delivery.

FINDINGS

That part-time lecturers are a critical teaching force in the universities and yet they are given raw-deal when it comes to payments for services delivered. This is reflected in low payments per contact hour, and also uncertainty as to when exactly their payments will actually be operationalized. That the appointment letters given to the PTLs remain mere papers as long as

what is expressed in them in terms of how much should be paid as per contact hour, cumulative totals, allowances (if any) just remain mere papers if there is no proper university management commitment towards operationalizing them within their financial means that they collect because the students that are taught usually clear their tuition fees and so there should be no excuse of lack of money for compensating PTLs. That many PTLs only have it as the job and non-payment and or delayed payments sometimes running for even over five years is unfair in labor practice. That many PTLs have been just doing the work for even over 5 years meaning they are highly experienced. That delayed payments for PTLs and or uncertainty of their compensation demoralize them hence negatively affecting their service delivery with implications on quality.

IMPLICATIONS OF THE FINDINGS/VALUE/URGENCY

The study of this magnitude on perceptions towards non- payment or uncertain payments for part-time lecturers by Kenya's Public universities on their service delivery is a critical area which deserves study, however when viewed within the lens of previous studies that have been done in the past, it is elusive and hence evoking this study with an intent to bridge the knowledge gap in that area. The study findings will also provide grounds for policy framework on the strategies to timely and adequately remunerate part-time faculty staff towards improve service delivery because they are a critical staff in Kenya's Public universities that are suffering gaps on full time lecturers, given the current government's freeze of employment due to constrained revenue amidst other competing investment destinations.

CONCLUSIONS

That PTLs are a critical faculty staff in Kenya's Public Universities. That they are given raw-deal when it comes to payment for work already accomplished by way of delayed and or uncertain payment, with the question of when will one be compensated remaining quite elusive when viewed within the lens of general practice in most public universities in Kenya today. That delayed and or non-compensation of PTLs by Public universities demotivate them and compromise their abilities for effectiveness in service delivery and make them have low self-esteem. The demotivation and demoralization of the PTLs have implications for quality in teaching and research the core functions of the universities. These findings have implications for university management to rethink putting appropriate measures for adequate and timely payment of PTLs towards effectiveness in service delivery given the pivotal role that they play in the face of frozen employment of academic staff by the Government of Kenya.

RECOMMENDATIONS

Going by the findings in the manhandling of part time lecturers, its necessary that the stakeholders in the arrangement, specifically the university management need to rethink best human resource practices supported by human resource models including Standard Causal Model of HRM; The HR value chain model; Harvard model of HRM amongst others. More basically best human resource practice would not only motivate the PTLs but too help them meet their basics and hence commitment and improved service dispensation.

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