

# The Effects Workplace Discrimination has on Veteran Male Adjuncts: A Literature Review of Current Issues Within Higher Education in America

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## Abstract

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The paper addresses the problem of workplace discrimination of male veterans in higher education in America and how to enhance gender satisfaction. A solution to this problem will build policy awareness to implement and evaluate workplace discrimination measures. In order to solve this problem higher education institution should also upgrade the hiring of veteran male adjuncts from part-time job categories to full-time. One approach according to Fruscione is tabling a communication with the team would help devise ways that may lead to equitable treatment within the workplace and eliminate the current issue of male adjuncts discrimination. With regard to the background and solution, by framing the problem as an optimization policy toward discrimination approaches of veteran male adjuncts, higher education institutions could develop effective and interactive communication frameworks to engage adjuncts from each gender. The study provided some of the main gender challenges facing male adjuncts in higher education in America and their remedies. However, a further study should be quantitative to boost its reliability.

**Keywords: Veteran; Adjuncts; Discrimination; Higher Education; Gender Balance**

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## Introduction

A plethora of studies shows that workplace discrimination remains one of the worst challenges facing various sectors worldwide. The higher education sector is one of the most affected fields globally. Higher education institutions have diverse employees who play different roles that facilitate the achievement of the strategic objectives. The employees may be permanently employed or part-time (adjuncts). According to Bakley (2016), higher education institutions have more than 70% adjuncts in their workplace. The high number of adjuncts is justified by the fact that institutions like their flexibility (the adjuncts contract is dependent on the number of students enrolled in the school). Additionally, adjuncts are paid less than permanent professors in the institutions. Thus, schools find them economically feasible. Despite the high number of adjuncts in higher education institutions, Bakley (2016) points out that the employees face a high rate of workplace discrimination. For example, institutions prefer hiring employees from within, discriminating against the new adjuncts. The number of women in institutions is also higher than that of men.

## Thesis Statement

The paper presents gender discrimination as one of the common challenges facing adjuncts in the workplace based on past works of literature.

## Purpose Statement

The research intends to discuss workplace discrimination of male veterans in higher education in America and how to enhance gender satisfaction.

## Discussion

### Gender Matters for Veteran Male Adjuncts

Male and female adjuncts are treated differently in various higher education institutions. According to a study by Bakley (2016), the veteran male adjuncts are less employed as compared to the females in the same fields. One of the main reasons provided by Bakley (2016) is that the male adjuncts known to have a

## Literature Summary

TABLE I  
LITERATURE SUMMARY

| Literature                          | Title   | Research Aim   | Findings  | Conclusions  | Recommendation   |
|-------------------------------------|---|--|---|--|--|
| <b>Bakley (2016).</b>               | Waiting to become: A descriptive phenomenology of adjunct faculty experiences at multi-campus community colleges. | The study aimed at examining the experiences of different adjuncts working in different American campuses awaiting their full-time employment. | The study found out that the adjuncts face numerous challenges compared to the full-time employees on various campuses. The male adjuncts faced discrimination challenges as compared to the female employees in the dame institutions. | The study concluded that gender discrimination is a major challenge facing adjuncts in higher education in America.                                      | The study proposed that institutions should communicate with all adjuncts and improve their teaching environments and salaries.  |
| <b>Fredrickson (2015).</b>          | There Is No Excuse for How Universities Treat Adjuncts  | The article aimed at analyzing the treatment given to adjuncts by higher education institutions in the United States.                          | The researcher found out that institutions only hire adjuncts when they have a business agenda.   | Higher education institutions have a negative perception towards the male adjuncts win the United States as they view them as second-class academicians. | The study recommended that the institutions should implement equitable employment opportunities and workplace benefits to all the staff, including adjuncts, to facilitate workplace equity. |
| <b>Reigle (2016).</b>               | Bullying of Adjunct Faculty at Community Colleges and Steps toward Resolution. Online Submission.                 | The study intended to examine how the adjuncts are treated in higher education institutions compared to the full-time professors.              | Part-time professors in higher education institutions face challenges like exclusion and underrating from full-time professors.   | Adjuncts are very crucial in higher education but face a high rate of discrimination that should be eliminated to support effective education.           | Communication and equal opportunities for all the employees in higher education facilities should be offered.  |
| <b>Fruscione (2014)</b>             | When a college contract "adjuncvitus," it's the students who lose.  | The journal aimed to analyze the interactive challenges facing adjuncts in higher education and their impacts on students' education.          | The study found out that full-time professors discriminate against adjuncts in the workplace.   | Discrimination limits their efficiency in the workplace.   | The study proposed equitable treatment of all employees in the workplace to support education efficiency.  |
| <b>Keashly &amp; Neuman (2010).</b> | Faculty experiences with bullying in higher education: Causes, consequences, and management                       | The study aimed at examining the prevalence of workplace challenges, causes and their remedies in higher education faculties.                  | The study noted that the adjuncts are mainly bullied as compared to full-time professors.   | The main cause of bullying in higher education faculties is workplace injustices and discrimination.   | The management of the institutions should give all the employees equal opportunities and benefits.   |

negative perception and attitude towards salaries. Thus, organizations prefer giving female adjunct's jobs since their psychological perception is known to have high workplace tolerance. Therefore, they work for a long time within the institutions waiting for permanent employment. According to the study, more than 60% of the professors within the Western parts of the

United States are females, while the males only take less than 40%.

The other main issue facing the male adjuncts in the workplace is exclusion and underrating by institutional administrations and females' preference. Currently, the number of higher education institutions preferring adults is high. According to Bakley (2016), adjuncts are preferred since they work on a flexible short-term

contract based on organizational and economic sustainability. Notably, this means that an adjunct has no permanent institution to work in as a contract professor. This factor causes discrimination, particularly during institutional decision-making. The corporate management of various institutions secludes the male adjuncts when making critical decisions regarding education progress. The same

issue happens during the creation of compensation plans for the adjuncts. Male professors working under temporary contracts in the facilities are mainly underrated and seen as unqualified compared to the veteran female adjuncts in the same institutions.

The male adjuncts also face discrimination challenges during hiring by various higher education institutions. The adjuncts are mainly perceived as second-class academicians who are desperate for employment. The act accelerates this factor that most of the professors have a high passion for teaching. Thus, employers take advantage of the factor. Most of the applicants are

dropped in preference to the female lecturers, while the selected professors are not entitled to workplace benefits like house and transport allowances. According to Bakley (2016), adjuncts are only hired by institutions when they have business deals to achieve. Thus, their welfare in the institutions is still under looked.

Another challenge facing the male adjuncts in the workplace is overworking. According to Fredrickson (2015), different higher education institutions hire part-time professors when there is a high student admission rate. Bakley (2016) speculated that the number of male adjuncts hired is less compared to that of women. Therefore, once in the workplace, the female adjuncts are viewed as vulnerable compared to the male professors who are perceived as masculine. Thus, the adjuncts end up being overworked by the employers to achieve their strategic objectives and academic missions.

### **Workplace Satisfaction and Gender.**

#### **How to build gender balance in the workplace**

Institutions should develop a gender balance to ensure that discrimination in the workplace is eliminated. One of the strategies proposed by Bakley (2016) is the provision of equal employment opportunities, particularly when hiring new adjuncts. Higher education institutions should

stop diverting towards female adjuncts in search of cheap labor and workplace tolerance. Instead, they should develop a framework that plans on how to improve the working conditions and compensation for all the part-time professors regardless of gender. Notably, this may be achieved through the provision of equal employment slots.

Higher education institutions should also develop effective and interactive communication frameworks to engage adjuncts from each gender. Currently, there is limited communication as institutions only hire professors when there is a business need. According to Fruscione (2014), tabling a communication with the team would help devise ways that may lead to equitable treatment within the workplace and eliminate the current issue of male adjuncts discrimination. The communication framework may involve institutional management members and adjuncts representatives who would present their employers' grievances.

The higher education institution should also upgrade the hiring of adjuncts from part-time job categories to full-time. This move would create workplace motivation for all the adjuncts from different genders (Keashly & Neuman, 2010). After the full-time employment, each adjunct should be entitled to workplace benefits like allowances to facilitate their working conditions.

School administrations should also involve all the adjuncts in critical decision-making processes regarding the teaching curriculums and research. Unlike the current situations, the school managers should give adjuncts responsibilities to air their views on education issues. This factor would change the employees' current perception of second-class academicians (Reigle, 2016). The employers should also distribute the responsibilities in a gender-fair manner to prevent the issue of discrimination that leads to the overworking of male adjuncts in the institutions.

### **Analysis of the Facts**

#### **Consideration for Further Studies**

The study provided some of the main gender challenges facing male adjuncts in higher education in America and their remedies. However, a further study on how to implement and evaluate workplace discrimination measures should be implemented. Primarily, this means that the study should be quantitative to boost its reliability.

## Author Contributions

The author researched and wrote the discussion topic based on the past and current distinction of unjustified discrimination of male veteran adjuncts as a category of practiced perception in higher education in America. The concerning issue is how male veterans are ignored or restricted from full time employment opportunities which are available to females in higher education, a female dominated industry. The author explored this topic through a personal lens with 7 years of working experience in higher education and 13 years regarding this discussion topic. The topic is controversial, yet not discussed openly. Could progress be restricted even though people are mindful? Yet, courage is needed to discuss this sensitive topic.

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