



EFFECT OF DEPLOYMENT PRACTICES ON EMPLOYEES PERFORMANCE IN COAST WATER SERVICES BOARD

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ABSTRACT

This study investigated the effect of deployment practices on employees' performance in Coast Water Services Board. This is because there was need to establish whether deployment practices affect the performance of employees in the organization with the main aim of curbing the negative effects of deployment. The study also focused on establishing the extent of the impact of several types of deployment namely inter-departmental deployment, inter-location deployment, job-redesignation deployment, and penal deployment on employee performance. The study used a descriptive research design. The study used a sampling frame consisting of top, middle, junior management and field officers. The study population was 640 from which a sample size of 192 respondents was drawn. Responses from the respondents were analyzed using statistical package for social sciences. The study findings showed that there is significant association between deployment practices and employee's performance at Coast Water Services Board. Correlation analysis indicated that job re-designation deployment, penal deployment, interdepartmental deployment had a strong positive linear correlation with employee performance, with inter-location deployment having a weak positive linear correlation with employee performance. The study also established that deployment requires a lot of personal adjustments by the employee, which greatly affects their perceptions towards this practice and thus if deployment is carried inappropriately, the affected employees have negative perceptions of this practice. This finally leads to low motivation and poor performance at work. The researcher recommended among many others that deployment should not be undertaken against the wish of the employees, and thus much consideration and planning needs to be done before implementing employee deployment. Focus should also be made to ensure employees perceive deployment favorably, as this greatly influences their motivation and performance after being deployed.

Key terms: Performance, Deployment, Inter-location deployment, Job redesignation, Interdepartmental deployment, Penal Deployment

INTRODUCTION

Deployment, which is the movement of employees is a major aspect of human resource management that helps ensure that the right number and right kinds of people will be at the right place in the future. The mobility of personnel through an organization is important to both the organization and the individual (Guest, 2012). Employee deployment is one aspect that can either affect employee performance positively or negatively. If conducted properly, whilst putting the affected employees' needs into consideration, deployment brings about positive outcomes to both the employee and the organisation. It is thus important to be able to offer genuine prospects of employee deployment and mobility as this approach when conducted properly, ensures that individual drives for progress are harmonized with organizational drives for greater effectiveness or resource utilization and maximization of staff capabilities (Pettinger, 2010, cited by Nielsen, 2013).

Sociological literature on the effects of deployment on employee performance analyzes the tension between family and work demands. Both work and the family are institutions that make heavy demands for the commitment and time of individuals. This is because increased deployments can increase the strain that the employee places on family life, thereby affecting employee performance. Much research has suggested a U-shaped relationship between deployments related stress and performance. Stress caused by employee deployment can affect group performance by reducing communication between members, contributing to a concentration of power in the leadership ranks, and leading to poor group decision making (Sthultz, 2014). However, deployment provides benefit for the member to use his or her training and preparation in real-world situations. Deployment also offers employees the chance to take on additional responsibility and participate in challenging, fulfilling assignments and as also

evidenced by the research on the effects of deployment practices on employee performance among the public banking institutions in Kenya, a Survey of Post Bank Coast Region carried out by Mponda & Biwott (2015). In some cases, successful completion of deployment enables employees to learn or be trained in an area they weren't knowledgeable in before, more so in the case of inter-departmental deployment. This helps in improving on their performance. Participants in deployment reports gaining a sense of accomplishment because they have contributed to a larger cause. This view is also backed by Goss, (2013) who is of the view that inter-location deployments makes employees more performance oriented through the increment of their competences.

Local research on deployment conducted by Mponda and Biwott (2015) on the effects of deployment practices on employee performance among the public banking Institutions in Kenya, a survey of Post Bank Coast Region, established that even though deployment can bring about positive effects on employee performance, deployment can also negatively affect the employee, consequently affecting their morale and performance at work.

Coast Water Services Board is a state corporation in the ministry of water and irrigation which was formed out of the Water Act 2002. It is one of the eight water services boards in the country and also serves the informal sector. The others are Tana Water Services Board, Athi Water Services Board, Northern Water Services Board, Lake Victoria North Water Services Board, Lake Victoria South Water Services Board, Rift Valley Water Services Board and lastly Tanathi Water Services Board. Its mandate just like other boards is to ensure efficient and economical provision of water and sewerage services within its area of jurisdiction.

This role is undertaken through the development of capital works to increase water and sanitation

coverage. CWSB operates in six counties of the Coast region namely: Lamu, Tana River, Kilifi, Mombasa, Kwale and Taita Taveta. The head office of CWSB is in Mombasa. The board also operates bulk water supply system through four main pipelines namely: Tiwi and Marere which have sources at South Coast, Baricho Water Works in Kilifi County and Mzima pipeline which originates from Mzima springs at Taita Taveta County. All the Water Services Boards are licensed by

Water Services Regulatory Board which also evaluates their performance based on investment, financial and qualitative indicators. These indicators measure the impact of investment, operational efficiency and viability, as well as performance in respect to the mandate of Water Services Boards. It is this failure to achieve the set standards which made CWSB perform poorly.

Table 1: WSB Performance ranking by WASREB 2007 to 2015.

WSBs	ranking 2007/08	ranking 2008/09	ranking 2009/10	ranking 2010/11	ranking 2011/12	ranking 2012/13	ranking 2013/14	ranking 2014/15
AWSB	1	1	3	1	2	2	3	3
LVNWSB	6	6	7	3	5	4	4	4
NWSB	2	3	2	2	3	3	2	2
RVWSB	5	4	5	5	4	5	5	6
CWSB	7	2	4	6	7	8	8	5
TWSB	3	5	1	4	1	1	1	1
LVSWSB	4	7	8	8	8	6	6	7
TANATHI	-	-	6	7	6	7	7	8

Source: WASREB Impact Reports (2008-2015)

Employee deployment, just like any other human resources practices influences the employees' performance. Any interference or change in the HR practices in the organisation whether real or perceived could make employees form negative perceptions of their organisation, consequently leading to decreased employee motivation and a reduction in employee performance (Nielsen, 2013). Such perceptions may lead to the development of counterproductive attitudes and behaviors of low commitment of which could lead to poor performance (Mponda, 2015).

In an attempt to provide quality service to residents of the Coast region staff deployments at CWSB are undertaken regularly in order to ensure staff are conversant with the board's operations in all the areas of operation which ranges from water production treatment, distribution, storage. Project

design, implementation and project monitoring and evaluation just to mention a few. The deployment of staff at CWSB is a regular occurrence and this is thought to be a possible cause of poor performance. This is because the deployments are unpredictable, not well planned and also those affected seem to be ill prepared for the same.

This eventually seems to affect concentration in the work they do and this is thought to be the cause of poor performance in the organization. This prompted the need to establish the effect of deployment practices carried out at the Coast Water Services Board on employee's performance, and make the necessary organizational changes so as to eliminate any negative outcomes of deployment on the employees' performance, and also enhance on the deployment practices that positively affect employee performance for greater employee performance.

RELATED LITERATURE

Theoretical Framework

Organization Justice Theory

The concept of organizational justice with regard to how an employee judges the behavior of the organization and the employee's resulting attitude and behavior was introduced by Adams in 2007 (Greenberg, 2012). The theory states that employees react to actions and decisions made by organizations every day. An employee's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors, which consequently affect employee's performance.

Three main components of organizational justice are distributive, procedural, and interactional justice (Nielsen, 2013). Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible for instance pay or intangible for example recognition. Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Nielsen, 2013). Procedural justice is defined as the fairness of the processes that lead to outcomes (Greenberg, 2012). When individuals feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias then procedural justice is enhanced (Nielsen, 2013). Interactional justice refers to the treatment that an individual receives as decisions are made and can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect (Davis, 2013). Interactional justice is further broken into two components: interpersonal and informational justice. Interpersonal justice refers to perceptions of respect and propriety in one's treatment while informational justice relates to the adequacy of the explanations given in terms of their

timeliness, specificity, and truthfulness (Nielsen, 2012). One of the biggest reasons for issues with employee performance or morale is when employees feel that their company lacks fairness in their human resource practices (Greenberg, 2015). One way that employees restore justice is by altering their level of job performance (Nielsen, 2012). Procedural justice affects performance as a result of its impact on employee attitudes. Distributive justice affects performance when efficiency and productivity are involved, and thus improving justice perceptions improves productivity and performance.

Role Theory

Role Theory was propagated by Kahn in 1963, and provides insight into the processes that affect the physical and emotional state of an individual in the workplace that affects their workplace behavior (Davis, 2013). Role theory suggests that employee performance will be a function of both the individual and the organization. This theory represents a major advancement in explanations for performance since it combines both a psychological (individual contributions) as well as (sociological organizational framework) perspective. Role theory asserts that employee behavior is directly related to their work performance and understanding the determinants of employee's behavior in the workplace can allow organizations to maximize employee performance (Davis, 2013). Consequently, as a result of job re-designation changes in employee performance as usually noted, as a result of role of ambiguity. Role ambiguity occurs when people are unclear or uncertain about their expectations within their role in the workplace. According to them role ambiguity as a result leads to decreased productivity. Role ambiguity originates from complexities exceeding an individual's degree of comprehension and from the outcomes of changes associated with increased demands, more so as a result of deployment (Allen *et al.*, 2012). The social pressure to confirm to roles can be negative for

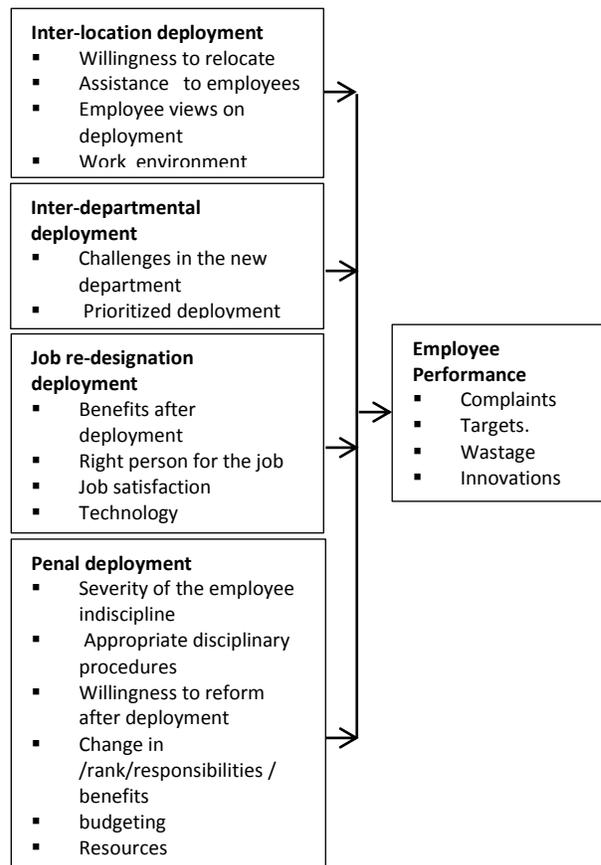
individuals, leading to role captivity, where employee experience unwanted participation in a particular role. These role transitions can be easy or difficult, depending on the timing and social context (Walton, 2013). In addition, the transition into one role can affect the transition into another, leading to a decline in performance as a result of role transition, a common phenomenon in deployment.

Herzberg Two-Factor Theory

Herzberg published the two-factor theory of work motivation in 1959. The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction (Davis, 2013). Today's environment has placed increasing pressure on organizations both in the public and private sector to accomplish more with less (Kamau, 2012). Meeting this challenge through higher productivity is possible if the individual workers can be properly motivated. Herzberg's two-factor theory is probably the most widely known and accepted approach relating directly to job satisfaction and employee performance. Herzberg addresses the problem of job satisfaction which affects employee performance in terms of those factors which cause satisfaction (motivators) and those which cause dissatisfaction (hygiene). This then becomes the basis for evaluating an individual's job and making the changes necessary to increase worker motivation, and consequently employee performance. Factors which bring about job satisfaction are commonly called satisfiers or motivators and are related to the nature of the work itself and the rewards that result from the performance of that work. (Tatitchi, 2014). The most significant of these involve characteristics that promote an individual's needs for self-actualization and self-realization in his work, these factors are essentially linked to job content, which means they are intrinsic to the job itself. Compared

with the satisfiers or motivators are the factors which cause low job attitude situations or job dissatisfaction. Such factors were found from the analysis of the study results to be associated primarily with an individual's relationship to the environment in which he does his work. These factors are extrinsic to the work itself and are referred to as dissatisfiers or hygiene or maintenance factors such as the company's policies and human resource practices such as deployment, reward system, working conditions. All these conditions involve the environment in which the job is accomplished (Daniels 2013).

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

Inter-location deployment

Inter-location deployment is the physical movement of employees from one geographical area to another, in a given company/organization's regions of operation (Kihara, 2013). Just like other forms of deployment, inter-location deployment has negative and positive effect (Davis, 2013). For instance, moving an employee to a new location from the original location of the employee increases a sense of new perspectives, circumstances and environment that he notes needs the employee to be more motivated, creative innovative, loyal and be committed to the ideals of the new location requirements.

On the other hand, deployment requires personal adjustments, design and redesign, and high levels of employee effort which may interfere with the employees thus negatively affecting employee performance leading to reductions in effort, innovation and creativity Hameed, A. & Waheed (2012). This view is supported by the research on military deployments as a respite from burnout, carried out by Schultz, T.T. (2014) that establishes that inter-location employee deployment portends both positive and negative consequences for an organization.

Inter-departmental deployment

Inter-departmental deployment is the movement of an employee from one department to another. The new departments offer new challenges to the employee in terms of learning new ways of work, social behaviors and psychological orientations and cultural orientations (Guest, 2012) .

Inter-departmental deployment tends to have more positive effects to an organization in general and employees in particular (Allen *et al.*,2012). This is because it creates a sense of innovative, creative initiative and learning behavior in an employee. It

also calls for more commitments, loyalty, positive viewing and collaborations as well as cooperation on the part of the employee, and by exhibiting these behavioral and performance characteristics the employee will be including to be more productive, will be profitable, customer focused and possess the general ability to learn on the job (Allen *et al.*,2012).

Job re-designation deployment

Job re-designation is the change in the title for a job which the employee is assigned in the company or organisation, and involves a change of job duties (Davis, 2013). Re-designation may result in enhanced status for the employee with more recognition, achievements, growth, and development prospects. Thus, re-designation deployment increases employee performance through increased flexibility, initiative, dependability, innovation, creativity, effectiveness, quality productivity, growth, commitment, loyalty and efficacy. Muogobo, (2013) supports the view that that re-designation has more benefits to the employee than to the organization and reasons that it offers the employee the changes to wade off conditions of boredom, stress and frustration of narrowness in the duties, and responsibilities. He notes that deployment through the addition of more duties, roles and responsibilities, with enhanced status work to motivate the employee, make them more empowered. He contends that new duties need new skills, knowledge, abilities, experiences attitude, capabilities and capacities which must be learnt by the employees.

Penal Deployment.

Penal deployment refers to the movement of employees causing nuisance or are undisciplined who spoil the atmosphere at their workplace (Walton 2013). This deployment is used as a concealed penalty, for instance a trade union activist or a trouble-maker or a may be deployed to a remote

branch where he cannot continue his activities (Walton,2013). This is also done to create an example to other employees so that they will not resort to their colleague's in disciplinary acts (Sheridan, 2013).

This type of deployment needs to be done with caution, as it may bring about labour lawsuits, more so if the practise was not carried out properly, more so because it is used as a punitive measure for employee indiscipline, and thus proper disciplinary measures must be taken before resorting to penal deployment, as sometimes this type of deployment may involve a decrease in duties and in pay (Whybrow *et al.*, 2015).

Employees Performance

Davis, (2013), defines performance as the job related activities expected of a worker and how well those activities were executed. Performance is also defined as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed (Sheridan, 2013)

Performance is considered as a multi-dimensional concept, that is a process aspect (behavioral) and an outcome aspect of performance (Tatitchi *et al.*,2014) Performance encompasses specific behavior (e.g., sales conversations with customers, teaching statistics to undergraduate students, programming computer software, assembling parts of a product). This conceptualization implies that only actions that can be scaled or counted are regarded as performance (Sheridan, 2013). Moreover, they assert that this performance concept explicitly only

describes behavior which is goal-oriented, that is behavior which the organization hires the employee to do well as performance, and the outcome aspect in turn refers to the result of the individual's behavior.

METHODOLOGY

This study used a descriptive research design. Descriptive research refers to a set of methods and procedures that describe variables. The total population of the study was six hundred and forty (640) spread across all the stations Coast Water Service Board. Multiple regression model was used to determine the importance of each variables with respect to the enhancement of employee performance at Coast Water Service Board.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y=Employee Performance

β_0 = Constant term

$\beta_1 X_1$ =Inter-departmental deployment

$\beta_2 X_2$ =Inter –location.

$\beta_3 X_3$ = Job re-designation Deployment.

$\beta_4 X_4$ = Penal Deployment

ϵ =error term

FINDINGS

Inter-location deployment policy at CWSB.

Respondents were required to respond to Inter-location deployment policy at CWSB related question items or queries.

Table 2: Mean and standard deviation

	Mean	Standard Deviation
Employees are involved in the design of the inter-location deployment policy at CWSB.	4.10	1.285
CWSB inter-location deployment practice is favorable to the all the stakeholders.	4.01	1.115
CWSB puts into consideration the employees willingness to relocate to new job location before making deployment decisions.	4.12	1.108
CWSB job inter-location deployment is conducted through consensus with the affected employees.	4.18	1.382
CWSB provides relocation assistance to the affected employees during deployment.	4.30	1.222
CWSB relocates its employees to conducive workplaces/work stations	4.02	1.208
CWSB inter- location deployment practice affects employees' performance	4.28	1.298

Source: Research data, (2017).

From the above table, respondents were required to respond to Inter-location deployment policy at CWSB related question items. In relation to the statement stating that Employees were involved in the design of the inter-location deployment policy at CWSB respondents were in agreement as indicated by a mean of 4.10. In relation to the statement stating that CWSB inter-location deployment practice is favorable to the all the stakeholders respondents were in agreement as indicated by a mean of 4.01.

In relation to the statement stating that CWSB puts into consideration the employees willingness to relocate to new job location before making deployment decisions, respondents were in agreement as indicated by a mean of 4.12. In relation to the statement stating that CWSB job inter-location deployment is conducted through consensus with the affected employees, respondents were in agreement as indicated by a mean of 4.18. In relation to the statement stating that CWSB provides relocation assistance to the affected employees during

deployment, respondents were in agreement as indicated by a mean of 4.30.

In relation to the statement that CWSB relocates its employees to conducive workplaces/work stations, respondents were in agreement as indicated by a mean of 4.02. In relation to the statement that CWSB inter- location deployment practice affects employees' performance, the respondents were in agreement as indicated by a mean of 4.28. The above statement also garnered standard deviations of 1.285, 1.115, 1.108, 1.382, 1.222, 1.208 and 1.298 thus eventually the statements and final data from the respondents displayed a high dispersal thus providing an affirmative answer for the above statements.

Inter- departmental deployment practices at CWSB.

Respondents were required to respond to inter-departmental deployment policy at CWSB related question items or queries.

Table 3: Mean and standard deviation

	Mean	Standard Deviation
Employees are involved in the design of the employee interdepartmental deployment policy at CWSB.	3.70	1.253
CWSB inter- departmental deployment practice is favorable to the all the stakeholders.	3.80	1.215

CWSB inter-departmental deployment is conducted through consensus with the affected employees.	4.30	0.837
CWSB inter-departmental deployment gives priority distribution to all the department before conducting deployment.	4.07	1.015
CWSB puts into consideration the amount of job challenge the change in departments will bring to the deployed employee.	3.70	1.253
CWSB inter-departmental deployment practice affects employees' performance	3.80	1.215
CWSB inter- location deployment practice affects employees' performance	4.30	0.837
CWSB inter-departmental deployment practice motivates the employee toward superior performance	4.07	1.015

Source: Research data, (2017).

From the table above, respondents were in agreement with the statements; Employees are involved in the design of the employee interdepartmental deployment policy at CWSB, CWSB has a viable inter department deployment policy, CWSB inter- departmental deployment practice is favorable to the all the stakeholders, CWSB inter-departmental deployment is conducted through consensus with the affected employees, CWSB inter-departmental deployment gives priority distribution to all the department before conducting deployment, CWSB puts into consideration the amount of job challenge the change in departments will bring to the deployed employee, CWSB inter-departmental deployment practice affects employees' performance, CWSB inter- location deployment

practice affects employees' performance and CWSB inter-departmental deployment practice motivates the employee toward superior performance. This is supported by their respective means of 3.70, 3.80, 4.30, 4.07, 3.70, 3.80, 4.30 and 4.07. The above statement also garnered standard deviations of 1.253, 1.215, 1.015, 0.837 1.253, 1.215, 1.015 and 0.837 thus eventually the statements and final data from the respondents displayed a high dispersal accept for 0.837 thus providing an affirmative answer for the above statements.

Job re-designation policy at CWSB

Respondents were required to respond to job re-designation policy at CWSB related question items or queries.

Table 4: Mean and standard deviation

	Mean	Standard Deviation
Employees are involved in the design of the job re-designation deployment policy at CWSB.	4.27	0.885
CWSB job re-designation deployment practice is favorable to the all the stakeholders.	4.33	0.828
CWSB job re-designation deployment is conducted through consensus with the affected employees.	4.33	0.922
CWSB provides an increase in compensation to the affected employee after carrying out job-re-designation deployments.	4.30	0.844
CWSB puts into consideration if the employee to be deployed is the right person for the job before carrying out job -re-designation deployment.	4.30	0.837

CWSB puts into consideration the amount of job satisfaction the new job will give the employee to be deployed before carrying out job re-designation deployment.	4.27	0.828
CWSB inter departmental deployment practice affects employees' performance	4.33	0.922
CWSB inter departmental deployment practice motivates the employee toward superior performance	4.35	0.844

Source: Research data, (2017).

From the table above, respondents were in agreement with the statements; Employees were involved in the design of the job re-designation deployment policy at CWSB, CWSB job re-designation deployment practice is favorable to the all the stakeholders, CWSB job re-designation deployment is conducted through consensus with the affected employees, CWSB provides an increase in compensation to the affected employee after carrying out job-re-designation deployments, CWSB puts into consideration if the employee to be deployed is the right person for the job before carrying out job -re-designation deployment, CWSB inter departmental deployment practice affects

employees' performance and CWSB inter departmental deployment practice motivates the employee toward superior performance. This was supported by their respective means of 4.27, 4.33, 4.33, 4.33, 4.30, 4.30, 4.27, 4.33 and 4.35. The above statement also garnered standard deviations of 0.885, 0.828, 0.922, 0.844, 0.837, 0.828, 0.922 and 0.844 respectively.

Penal deployment policy at CWSB

Respondents were required to respond to Penal deployment policy at CWSB related question items or queries.

Table 5: Mean and standard deviation

	Mean	Standard Deviation
Employees are involved in the design of the penal deployment policy at CWSB.	4.27	0.828
CWSB penal deployment practice is favorable to the all the stakeholders.	4.40	0.894
CWSB penal deployment is conducted through consensus with the affected employees.	4.20	0.805
CWSB penal deployment practice puts into consideration the severity of the employee indiscipline before carrying out penal deployment.	4.37	0.850
CWSB penal deployment practice ensures the adherence with the appropriate disciplinary procedures before conducting deployment.	4.27	0.828
CWSB penal deployment practice puts into consideration the level of willingness of the employee to reform after deployment before conducting deployment.	4.40	0.894
CWSB penal deployment practice provides for a decrease in position/rank/responsibilities ,and benefits	4.20	0.805
CWSB penal deployment practice affects employees' performance	4.37	0.850
CWSB penal deployment practice motivates the employee toward superior performance	4.28	0.982

Source: Research data, (2017).

From the table above, respondents were in agreement with the statements; Employees were involved in the design of the penal deployment policy

at CWSB, CWSB penal deployment practice is favorable to the all the stakeholders, CWSB penal deployment is conducted through consensus with the

affected employees, CWSB penal deployment practice puts into consideration the severity of the employee indiscipline before carrying out penal deployment, CWSB penal deployment practice ensures the adherence with the appropriate disciplinary procedures before conducting deployment, CWSB penal deployment practice puts into consideration the level of willingness of the employee to reform after deployment before conducting deployment, CWSB penal deployment practice provides for a decrease in position/rank/responsibilities, and benefits, CWSB penal deployment practice affects employees' performance and CWSB penal deployment practice

motivates the employee toward superior performance.

This is supported by their respective means of 4.27, 4.40, 4.20, 4.37, 4.27, 4.40 4.20, 4.37 and 4.28. The above statement also garnered standard deviations of 0.828, 0.894, 0.805, 0.850, 0.828, 0.894, 0.805, 0.850 and 0.928 thus eventually the statements and final data from the respondents displayed a high dispersal thus providing an affirmative answer for the above statements.

Employee Performance.

Respondents were required to respond to Employee performance related question items or queries.

Table 6: Mean and standard deviation

	Mean	Standard Deviation
CWSB has a policy guiding employees on performance management	4.27	0.828
CWSB current performance level is high	4.40	0.894
There has been a considerable change in employee performance at CWSB	4.20	0.805
The change in employee performance levels is attributed to the deployment practices at CWSB	4.37	0.850

Source: Research data, (2017).

From the table above, respondents were in agreement with the statements; CWSB had a policy guiding employees on performance management, CWSB current performance level is high, there has been a considerable change in employee performance at CWSB and the change in employee performance levels is attributed to the deployment

practices at CWSB. This is supported by their respective means of 4.27, 4.40, 4.20 and 4.39. The above statement also garnered standard deviations of 0.828, 0.894, 0.805 and 0.850 thus eventually the statements and final data from the respondents displayed a high dispersal thus providing an affirmative answer for the above statements.

Correlation Analysis

Table 7: Correlation result between Adoption and Independent Variable

		EMP_PERF	INT_IOC_DEP	INT_DEP_DEP	JB_RED	PEN_RED
Pearson Correlation	EMP_PERF	1.000	.220	.823	.896	.948
	INT_IOC_DEP	.220	1.000	.067	.151	.173
	INT_DEP_DEP	.823	.067	1.000	.835	.810
	JB_RED	.896	.151	.835	1.000	.920
	PEN RED.	.948	.173	.810	.920	1.000

Source: Research data, (2017).

Co-relation analysis result indicated that inter-location deployment had a positive correlation with employee performance and the correlation was significant (.220). Inter-departmental deployment was also positively with level of employee performance though not statistically significant (0.823). With ample inter-departmental policy in place; higher is the employee performance. Job re-

designation was found to strongly positively correlate with level of employee performance. The correlation was significant (0.896). Job re-designation was found to strongly positively correlate with level of employee performance. Penal deployment was also positively with level of employee performance though not statistically significant (0.948).

Regression Analysis

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.629	.622	.38380

a. Predictors: (Constant), INT_LOC_DEP , INT_DEP_DEP , JB_RE_DEP, PEN_DEP

Source: Research data, (2017).

The analysis of variance result revealed that the model was significant and therefore fit for prediction of the dependent variable when the predictor variable levels are known (F=80.382, p=0.000). From the model summary table it has been deduced that

62.9% of the relationships between deployment practices and employee performance at CWSB is explained by the independent variables the remaining 37.1 was explained by other factors and variables thus the relationship was significant.

Table 9 : ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
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Regression	35.521	4	11.840	80.382	.000 ^b
Residual	20.917	188	.147		
Total	56.438	192			

Source: Research data, (2017).

a. Dependent Variable: Employee Performance , b. Predictors: (Constant), INT_LOC_DEP , INT_DEP_DEP, JB_RE_DEP and PEN_DEP

Finally the coefficient provided the regression coefficient for each predictor variable and the regression constant of the regression model for fitting. The coefficient of regression constant was 0.402 though not significant (p=0.410), for inter-location deployment was 0.457 and was marginally insignificant at 0.05 level of significant since its p-value is 0.061. Regression coefficients for inter-departmental deployment and job re-designation were 0.438 (p=0.058) and 0.342 (p=0.001) respectively; they were significant at 0.05 level of significant and Penal re-designation is 0.810 (p=0.000) significance levels.

Thus the fitted regression model of this study was;

$$\begin{aligned}
 \text{Adoption} = & 0.402 + 0.457 \text{ inter} \\
 & - \text{location deployment} \\
 & + 0.438 \text{ inter} \\
 & - \text{departmental deployment} \\
 & + 0.342 \text{ Job re - designation} \\
 & + 0.810 \text{ Pen - Dep}
 \end{aligned}$$

Thus these findings indicated that; deployment practices had positive insignificant effect on employee performance. And as such practices like inter-location deployment have a positive effect on employee performance.

Also clear and effective policies, such as, inter-departmental deployment, have significant positive effect on the employee performance. Finally, the job re-designation deployment, positively and affects employee performance.

Table 10: Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Beta	Std. Error	Beta		
1 (Constant)	.402	.486		.827	.410
INT_LOC_DEP	.457	.244	.222	1.930	.061
INT_DEP_DEP	.438	.230	.215	1.907	.058
JB_RE_DEP	.342	.101	.239	3.387	.001
PEN__DEP	.810	.131	.617	6.181	.000

Dependent Variable: Employee Performance

Source: Research data, (2017).

Hypothesis testing

Table 11: Hypothesis Correlations

		EMP_PERF	INT_IOC_DEP	INT_DEP_DEP	JB_RED	PEN_RED
Pearson Correlation	EMP_PERF	1.000				
	Sig.(2-tailed)	0.000				
	INT_IOC_DEP	.220	1.000			
	Sig.(2-tailed)	.000				
	INT_DEP_DEP	.823	.067	1.000		
	Sig.(2-tailed)	.000	.001			
	JB_RED	.896	.151	.835	1.000	
	Sig.(2-tailed)	.001	.003	.000		
	PEN RED.	.948	.173	.810	.920	1.000
	Sig.(2-tailed)	.001	.003	.002	.004	

Source: Research data, (2017).

The correlation between inter-location deployment and employee performance was 0.220. This indicated a weak (positive) linear relationship between inter-location and employee performance. The p-value, denoted by Sig. (2-tailed), was 0.000. If the correlation was 0 in the population, then there was a 0% chance of finding the correlation we found in our sample. The null hypothesis was rejected if $p < 0.5$. We concluded that the correlation was not 0 in the population (we now expect it to be somewhere near 0.220). Most precisely, since this was a 2-tailed test, the p-value consists of a 0% chance that the sample correlation is larger than .220 and another chance that it is smaller than -.220. The correlation between job re-designation and employee performance was 0.823. This indicated a strong (positive) linear relationship between re-designation and employee performance.

The p-value, denoted by Sig. (2-tailed), was 0.000. If the correlation was 0 in the population, then there was a 0% chance of finding the correlation we found in our sample. The null hypothesis was rejected if

$p < 0.5$. We concluded that the correlation was not 0 in the population (we now expect it to be somewhere near 0.823). Most precisely, since this was a 2-tailed test, the p-value consists of a 0% chance that the sample correlation was larger than .823 and another chance that it was smaller than -.823. The correlation between inter-departmental deployment and employee performance was 0.896. This indicated a strong (positive) linear relationship between inter-departmental deployment and employee performance. The p-value, denoted by Sig. (2-tailed), was 0.001. If the correlation was 0 in the population, then there was a 1% chance of finding the correlation we found in our sample. The null hypothesis was rejected if $p < 0.5$. We conclude that the correlation was not 0 in the population (we now expect it to be somewhere near 0.896). Most precisely, since this was a 2-tailed test, the p-value consists of a 0% chance that the sample correlation is larger than .896 and another chance that it was smaller than -.896.

The correlation between penal deployment and employee performance was 0.948. This indicated a

strong (positive) linear relationship between penal deployment and employee performance. The p-value, denoted by Sig. (2-tailed), is 0.001. If the correlation was 0 in the population, then there was a 1% chance of finding the correlation we found in our sample. The null hypothesis was rejected if $p < 0.5$. We concluded that the correlation was not 0 in the population (we now expect it to be somewhere near 0.896). Most precisely, since this was a 2-tailed test, the p-value consists of a 0% chance that the sample correlation was larger than .948 and another chance that it was smaller than -.948

CONCLUSIONS

The study concluded that employees must perceive all deployment practices within the organization to be fair and favorable to them in order to elicit favorable responses from them and deployment which is a human resource practice is no exception. Employee perception greatly affects employee attitude towards the organization. Employee performance is greatly affected by deployment if employee perceive deployment to be unfair.

Despite negative effects on employee performance, deployment when conducted properly promotes employee performance by providing benefit for the member to use his or her training and preparation in real-world situations. Deployment also offers personnel the chance to take on additional responsibility and participate in challenging, fulfilling missions. In some cases, successful completion of deployed operations means learning to handle situations and missions for which members had not been trained explicitly. This however improves on their performance.

Deployments can also be used to give a broader job experience as part of their development and to fill vacancies as they occur. This approach when conducted properly ensures that individual drives for progress are harmonized with organizational drives

for greater effectiveness or resource utilization and maximization of staff capabilities.

RECOMMENDATIONS

There needed to be a policy that all people engaged in the human resources management at CWSB must undergo some training to help them manage deployment issues in the organization. This would also assist in getting skills on how to advise staff on how adjust to changes when deployment takes place. The relevance of deployment practices in organizations cannot be over-emphasized since it constitutes the organizational climate for the internal activities. For a successful deployment exercise in the organization, the following were recommendation emanating from this study.

There must be clear stipulated policies, procedures and guidelines covering deployment practices in organizations. This will always help to provide mechanism for instituting deployment practices as part of organization's standard practices and culture. Establish a positive deployment culture. Any negative or conflicting communications should be avoided because it may kill employees' morale.

Employees being the most critical assets in the organization are very crucial in growth and sustenance of the organization and therefore must be handled well. To ensure employees are prepared, a special employee deployment manual can become an important part of the overall deployment plan. It is particularly critical to have a handbook on deployment issues for each employee which should be given out during the induction process. It will reinforce employees understanding on why deployment is necessary to them and for the organization.

In order to enhance staff morale and build confidence in management no employee should be transferred to another station/region against his/her wish. Most

cases low morale may arise due to staff especially junior staff having no confidence with management i.e. the feelings that their views are not taken into consideration. In disciplined employees should not be dealt with by deploying them to other departments. This will not help in solving the problem but instead the problem will be transferred to another place. The best option is to deal with the problematic character without recommending deployment.

Suggestion for Further Research

From the result of this study, the researcher recommended that the same kind of study to be done on sample group of organizations to widen the scope and more probably a comparative study to be pursued on the same. Again, further research should be conducted to establish ways to handle challenges affecting employee's performance in both public and private sector organizations.

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