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**EMPLOYEE DEVELOPMENT PRACTICES AND EMPLOYEE EFFECTIVENESS IN COMMERCIAL BANKS IN
GARISSA COUNTY, KENYA**

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**EMPLOYEE DEVELOPMENT PRACTICES AND EMPLOYEE EFFECTIVENESS IN COMMERCIAL BANKS IN
GARISSA COUNTY, KENYA**

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ABSTRACT

This study investigated the influence of employee development practices on employee effectiveness in commercial banks in Garissa County, Kenya. The specific objectives were to examine the effect of training, promotion, job enrichment, and job rotation on the effectiveness of employees in commercial banks in Garissa County, Kenya. Team effectiveness model and human capital theory served as the study's guiding principles. The research design for this study was descriptive survey. Eight branches of Commercial banks located in Garissa County were the subject of the analysis, and the 55 branch workers were the subject of observation. In this study, the target population was 241 employees comprising of the top management, middle level management and support staff. Krejcie and Morgan (9170) method was used to determine a sample size of 148 respondents. Stratified proportion sampling technique was hence used in this study. Primary data was collected using structured questionnaires. Face validity was determined using expert opinion while the reliability of the instrument was determined using cronbach's alpha coefficient whereby alpha coefficient obtained was of 0.8 which was considered to be reliable. Data collected was quantitative and was analyzed by both descriptive statistics and inferential statistics. Descriptive statistics used was mean and standard deviation while inferential statistics was done using a multiple regression analysis. The results are presented in form of tables. The findings of this study were that human development practices of training, promotion and job enrichment have a positive and significant effect on the effectiveness of employees, while job rotation has a moderate effect on employee effectiveness. The conclusion of the study was that human resource management of commercial banks should ensure that employees are developed in relation to the work, tasks that employees are given and that job rotation to be effective it has to be inter-branch rotations and not rotation within the branch. The recommendation was that first, commercial banks should develop training modules specific to the branches for them to be effective. Secondly, training to include job rotation policy.

Key Words: Training, Promotion, Job Enrichment, Job Rotation

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INTRODUCTION

Employees effectiveness can always be gauged through credible systems and structures of any organization (Hameed and Amjad, 2009). Therefore, to accomplish any of the goals of the company, institutions ought to place more emphasis on the efficacy of its human resources (Mutui and Kipletng, 2017). Further, the long-term sustainability and viability of any form of business whether for profit making or non-profit, product based or service related depends on the effectiveness of the human capital. (Malik, Ghafoor and Naseer, 2011). Alagaraja (2013) noted that it is challenging to realize the organization's long-term strategic destiny without expanding human resources as a strategic resource. Extant literature supports this through the work of Swanson and Holton (2013), which states that the growing need to create effective and efficient organizations through human resource development processes in order to raise worker competency and increase effectiveness. Consequently, developing human resources improves efficiency in the organization on different levels, the organizational level and at proximate level which is the employees by luring in, locating, and keeping on board those who have the necessary knowledge, skills, and talents (Meyer and Allen, 1991).

Employee development is a crucial aspect for every organization as argued by Sheridan (2020). Development of employees takes different dimensions from coordinated set of planned initiatives delivered over time to ensure optimum and maximum capacity utilization of employees in support of the objectives of the company (Ebimobowei, Felix & Wisdom, 2012). Employee development is viewed as a process that includes everyone's learning inside a business encompassing individual development plans, departmental or functional development programs as well as initiatives carried out at the corporate level. Khan (2015) postulates that the aim of having sustainable employee development practices is to provide a methodological path for growing employees' competence, regardless of whether that greater

competence will be required to complete present-day work or work in the future. SHRM (2023) names coaching, mentorship, individual development programs, cross-training, online development plans as well as job enlargement, enrichment and rotation as important HRM practices usable by most of the organizations. This study looked at employee development practices of training, promotion, job enrichment and job rotation.

Employee effectiveness has been reviewed by a number of authors and has been reviewed as the output of an employee effort over a given period of time, which reflects the productivity of the employee (Leitao, Pereira and Goncalves, 2019). Any type of effectiveness is attained through matching employees' goals with the business's strategy, educating staff members about their role in success, and involving them in their work and the organization (Cameron & Whetten, 2013).

The business environment is ever-changing and any organization to survive must keep abreast crucial human resource metrics such as measurement of employee effectiveness (Tristan, 2023). Georgopoulos and Tannenbaum (2017) have primarily conceptualized and operationalized employee effectiveness in terms of productivity, which refers to the degree to which they successfully complete specific tasks. Employee effectiveness can be measured using either a quantitative or a qualitative approach.

As of the year 2022 came to an end, Kenya had thirty-nine (39) commercial banks in operation (Kamer, 2023). With the growth of the population in the country, the proportion of the commercial banks' branches had declined since 2015 increasing the demand for services from the available banks per area. Commercial banks in Kenya are governed by central bank with the mandate of providing financial services such as providing loans, receiving deposits, and offer a variety of additional financial services such foreign banking, document collecting, and trade finance (Bank Supervision Annual Report, 2021).

Garissa County has eight (8) branches of the commercial banks that serve the pastoralists, market business community and commercial businesses from the six (6) sub-counties (CBK, 2021). Further, Garissa County banking space is also occupied by informal financial agents such as shylocks, as well as ten (10) deposit taking sacco, thirteen (13) village banks and one (1) micro-finance institution all of which are located in the Garissa town (GCG, 2020). Despite competition from other financial institutions the commercial banks remain highly competitive due to the stable management structures adopted and have been able to sustain their operations in spite of the unstable workforce due to employee relocations and labour turnover. Commercial banks in Garissa County include; Kenya Commercial Bank, Equity Bank, Cooperative Bank of Kenya, and National Bank of Kenya among others.

The Central Bank of Kenya (CBK) aim is to ensure operational efficiency of the commercial banks in the country and that the banks customers remain the heart of each bank's strategies and operations (CBK, 2021). As organizations feel the need to develop their employees and build their skills and capabilities, commercial banks are not exempted from this course. The leading commercial banks in undertaking employee development practices are; Kenya Commercial Bank, Equity Bank, Cooperative Bank of Kenya, and ABSA Bank. Commercial banks in Kenya adopt a proactive approach rather than a reactive approach when it comes to developing their employees due to the bank's competitiveness.

Statement of the Problem

Due to the global financial crisis and massive adjustments experienced by the financial sector, the overall bank service usage in Garissa County has remained as low as 3.8% (FinAccess Household Survey, 2022). Commercial banks in the County continue to experience low quality of services offered to customers and productivity below the expected targets as the branches rely on human capital obtained from their headquarters located in Nairobi city county. Commercial banks unlike the thirteen (13) village banks in Garissa County adopt a

centralized structure where majority of human resource management functions such as recruitment, training is done at the headquarters.

A number of challenges engulf the local banks in Garissa County ranging from high staff turnover to insecurities within the county, therefore, majority of employees personal preference is to work in counties close to Nairobi central business and its environs or in their home counties and towns affecting the effectiveness of the employees negatively. Hence, the banks are forced to adopt home-grown human resource management practices and solutions and adopt to local requirements to keep highly capable and skilled employees in the county (Vutsengwa & Ngugi, 2013).

The results of Cheron's (2012) study, which looked at the impact of staff development on Unilever Tea Kenya Ltd's organizational performance in Kericho County, showed a substantial relationship between the two. Employee development and performance were compared in Agrawal's (2013) study, which also found a strong correlation between the two. Vertical promotion of employees, pay rise and training has positive effect on employees' job satisfaction levels according to a study done by Rehman, Zaheer and Sufwan, (2007). This particular study by Rehman *et al.*, (2007) was carried out in Pakistan in a service industry.

Javed, Balouch, and Hassan (2014) carried out research on employee empowerment and job performance that targeted 200 employees of the university of Bahawalpur, the study found that trained employees are more able to perform and fulfill their work obligations more efficiently and with minimum supervision. Further, the study showed that there were no employee turnover intentions where employee empowerment and job satisfaction is high.

Based on the background given, this research looked at the effect of employee development on employee effectiveness of commercial banks in Garissa County, Kenya. The study sought to fill geographical as well as a methodological gaps.

Objectives of the Study

The general objective was to investigate the influence of employee development practices on employee effectiveness in commercial banks in Garissa County, Kenya. The study was guided by the following specific objectives;

- To examine the influence of training on employee effectiveness in commercial banks in Garissa County, Kenya
- To establish the influence of promotion on employee effectiveness in commercial banks in Garissa County, Kenya
- To determine the influence of job enrichment on employee effectiveness in commercial banks in Garissa County, Kenya
- To establish the influence of job rotation on employee effectiveness in commercial banks in Garissa County, Kenya

LITERATURE REVIEW

Theoretical Review

Team Effectiveness Model

The team effectiveness model (Beckhard, 1972) postulated that managers to understand how their teams' function, and in order to improve their effectiveness they should build them, manage and train them appropriately to ultimately boost the achievement of organizational goals. The model suggests that a group of people should work together complementing each other's skills and capabilities so as to accomplish the goals of the organization (Udoagwu, 2022). The model helps organizations understand the best management practices and techniques to obtain optimal effectiveness.

The team effectiveness model operates on four levels as proposed by Rubin, Plovnick and Fry's (1977) mostly known as GRPI referring to goals, roles, processes and interpersonal relationships. The employees across the commercial banks work with well-defined goals and clearly defined objectives which are well communicated across all the branches. Further, their responsibilities are well spelled out and accepted by the branch managers.

Rubin *et al.*, (1977) states that for teams to be effective, then the processes for carrying out work used should be clear as well as a communication system that is flexible, and reliable.

This model is further developed by Katzenbach and Smith (1993) in a framework that lays out that effective teams to reach their goals must possess three essential components that is commitment, skills, and accountability. In this study, the dependent variable employee effectiveness was anchored on the team effectiveness model as the developmental practices to be effective on the employees working in commercial banks in Garissa County must be home-grown practices tailored to meet the local requirements and needs of the employees.

The Human Capital Theory

Human capital theory proponent Becker (1964) based the theoretical propositions on the perspectives of Shultz (1961). The theory explains the innate value of human resources in the organizations and the critical importance of investing in the resource. Human capital theory generally covers the health of the employees focusing on the innate and acquired attributes. Bontis, Dragonetti, Jacobsen and Ross *et al.*, (1999) advanced the thoughts of Becker (1964) and added employee intelligence, skills and expertise that elevates the organization distinctive position.

Thomas, Smith and Diez (2013) further contributed to the human capital theory by laying the foundation of a combined effort of employees, performance and their cumulative potential. The contributions indicated that employee potential can be developed over a period of time to improve their skills and capabilities. Ployhart, Nyberg, Reilly and Maltarich (2014) further added to this theory by outlining a paradigm shift of the theory from focusing on individual employee potential to the outcomes of the organization such as job performance and productivity.

Human capital theory emerging role focusing on individual capabilities and the impact on unit-level

outcomes is the new school of thought subscribed by MacMahan (2011), Nyberg, Moliterno, Hale, and Lepak (2014) and Ployhart *et al.*, (2014). This current study is based on the contribution of Ployhart *et al.*, (2014) that organizations benefit from investing in their employees through the mechanisms outlined by the human resource management. The study looked at organizational outcome of employee effectiveness represented by productivity and service delivery. Therefore, the dependent variable employee effectiveness is anchored on the tenets of human capital theory.

Empirical Review

The study by Rahman, Sambasivan, and Wong (2013) looked at the connection between human resource outcomes and soft skill training. The study collected primary data from 1000 federation of manufacturers in Malaysia. Data was analyzed using structural equation model and the results portrayed a significant relationship between soft skills and organizational effectiveness. The federations were the unit of analysis. The current study looked at the effect of training on the effectiveness of individual employees, hence the unit of analysis are the employees and not the banks.

Mia (2009) carried out a study in Al Buraimi in Oman at the directorate of education, the study looked the impact of training opportunities on the performance of employees. The study found out that training opportunities given to employees improved the productivity of the respondents who were teachers. Further, the study recommended that training should be of commendable quality. In addition a study by Jalal(2010) recommended that training should be technical such as training offered in the induction programs as it leads to stability of employees work as well as increasing the efficiency. This study was carried out in the Palestine financial market looking at the effect of technical training programs on the efficiency of the employees. The study this project sought to cover was a geographical gap as the two studies were carried out outside Kenya while this current study was carried out in Kenya.

Rehman *et al.*, (2007) study carried out in Pakistan service industry recommended that managers should strictly adhere to the promotional criteria set by the organization, this is after establishing that the promotion qualification criteria have a significant impact on the job performance of employees. In addition, Research by Harel, Tzafrir, and Baruch (2013) explored how to increase performance by moving women to leadership roles. The study of 102 Israeli groups was done. The results showed a strong and favorable relationship between excellent HRM developmental practices and equity in considering the qualifications of the employees and especially in the promotion of women who were equally qualified to their male counterparts in enterprises. Also, it was shown that greater productivity was related to fairness in the promotion criteria in the promotion of women into managerial positions. This study was carried out in Israel among female workers unlike the current study was carried out in Kenya covering both the male and female workers.

In their 2015 study, Gathungu, Iravo, and Namusonge evaluated the impact of promotion tactics on the commitment of Kenyan banking sector employees. Employees from several commercial banks completed a self-administered questionnaire to provide the information. The findings of the correlation show that there is little correlation between commitment and promotion. Subsequent investigation found a negative and substantial link between promotion and commitment. This current study sought to establish the tenets of Gathungu, Iravo and Namusonge (2015) in commercial banks and specifically in employees in Garissa County.

According to a study carried out among workers in the Department of Water and Mineral Resources Energy North Aceh District by Saharuddin and Sulaiman (2016) on the effect of promotion on working productivity, showed that promotion opportunities are hampered by a number of challenges and obstacles. Saharuddin and Sulaiman (2016) argued that promotion of employees is first dependent of the available resources within the organization and secondly, employee competency

development is given less attention, hence these challenges affect the quality of employees' work.

Henao, Munoz and Ferrer (2015) study on the impact of multi-skilled personnel on personal schedule efficiency in the service sector in Chile, a retail industry case showed that multi-skilling employees improves the efficiency of how they schedule their personal tasks., further, it is cheaper for organizations to multi-skill their employees rather than employing part-time employees to deal with the extra tasks. The study used a mixed integer linear programming model to analyze quantitative data, while the current study used a simple linear regression model.

A study by Adjei and Turkson (2012) revealed that job rotation programs allow employees to acquire new skills hence enhancing their productivity. This study was titled the impact of job rotation on employee performance, the measures of performance used in the study was productivity, attitude, initiative and creativity. Adjei and Turkson (2012) was carried out in Ghana among and adopted a case study research design, the current study adopted a descriptive research design which was a survey of the commercial banks in Garissa County, Kenya.

Suleman, Bingab, Boakye and Sam-Mensah (2022) study on job rotation practices and employee performance, where performance was defined as the efficacy, quality, and efficiency of tasks by individual employees showed that job rotation practices are significant to performance when commitment of employees is mediating the relationship between job rotation practices and performance. The study focused on 122 employees of The University of Education in Ghana and used a cross-sectional survey approach and a partial least squares method together with a structural equation modeling approach. The current study utilized a multiple regression equation and did not have a mediation effect.

METHODOLOGY

The research design for this study was a descriptive research design. Eight branches of commercial banks in Garissa County were the units of observation while 241 branch-level personnel were the unit of analysis. The target population comprised of the branch managers, middle level managers and the support and clerical staff located in Garissa County. The study used the Krejcie and Morgan (1970) sampling method to determine the sample size of 148 respondents. Primary data was collected by use of a structured questionnaire. The questionnaire was divided into two sections, part A collecting data on the background information of the respondent and part B on the statements of the variables.

Editing was done on the raw data collected from the respondents, this was done by eliminating any outlier responses and simple errors. The responses were arranged into coded themes in a condensed manner easy for analysis. Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyze the primary data which was quantitative in nature, the researcher used two forms of statistics that comprised of descriptive statistics employing mean and standard deviation. The descriptive statistics helped in describing the nature of the data collected. The results were presented in form of tables.

To ascertain the link between human resource development practices and employee effectiveness, inferential statistics multiple regression model was used. The equation for multiple regression used was as stated herein.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby Y = Employee Effectiveness

X_1 = Training

X_2 = Promotion

X_3 = Job Enrichment

X_4 = Job Rotation

$\beta_1, - \beta_4$ = Beta coefficients

ϵ = error term

FINDINGS AND DISCUSSIONS

Descriptive statistics

The study reported the descriptive statistics in two measures of central tendency, the mean and standard deviation. The two forms appropriately described the nature of the quantitative data.

Table 1: Training

| Statement | M | SD |
|--|------|------|
| The training programs offered by the bank affect the service delivery effectiveness of the employees. | 4.09 | 0.92 |
| Training programs by the banks are relevant to our jobs. | 4.04 | 0.95 |
| Training opportunities are available to all the employees in the branch. | 4.31 | 0.72 |
| Employee training programs help improve the knowledge and skills of employees to match the various changes in the organization | 3.32 | 1.60 |
| On the job training helps the employees to improve their productivity levels. | 4.45 | 0.43 |
| Aggregate score | 4.04 | 0.92 |

Research Data (2023)

Table 1 shows that the employees agreed that the training program offered by the bank affects their service delivery effectiveness shown by a mean of 4.09 and a standard deviation of 0.92. The respondents agreed that the training programs by the bank are relevant to their jobs this is shown by a mean of 4.04 and a standard deviation of 0.95. Further, the respondents agreed that training opportunities are available to all employees in the bank, this is indicated by a mean of 4.31 and a standard deviation of 0.72. the respondents also agreed that the training programs have helped them improve their knowledge and skills to match the various changes in the organization this is shown by a mean of 3.32 and a standard deviation of 1.60.

Table 2: Promotion

| Statement | M | SD |
|--|------|------|
| Promotion policy is adhered to within the bank giving employees the self-drive to work effectively and serve customers better. | 4.50 | 0.50 |
| Promotion qualification criteria is followed within the bank without prejudice and favoritism and this helps in better services. | 3.23 | 1.77 |
| Employee promotion often includes a pay raise which acts as a huge motivation to the employee's effectiveness. | 3.94 | 1.05 |
| Promotion positions are available for employees and qualify for promotions | 4.85 | 0.17 |
| Employee promotion often brings new responsibilities that initiates a sense of management enhancing employee productivity. | 4.04 | 0.96 |
| Aggregate score | 4.11 | 0.89 |

Source; Research Data (2023)

Training

The training component was researched in terms of training opportunities, training programs and on-the-job training methods. The results are presented in Table 1.

Lastly the employees strongly agree that the on-the-job training had helped the employees improve their productivity, the results are a mean of 4.45 and a standard deviation of 0.43. These results are supported by the views of Rehman *et al.*, (2013) that when organizations train their employees in individual and managerial skills it enhances their effectiveness.

Promotion

The study looked at vertical promotion and rise in the pay scale of employees in the lens of promotion availability, promotion policy, the promotion system and promotion schemes within the bank. Table 2 has the results.

Table 2 results showed that the respondents strongly agree that the promotion policy is adhered to within the bank and this gives them the self-drive to work more efficiently shown by a mean of 4.50 and a standard deviation of 0.50. The respondents also agree that the promotion criteria are followed without prejudice hence this helps the employees provide better services to their customers as there is equity and fairness, this is in agreement with the research of Harel *et al.*, (2013) when the study explored the promotion of women to leadership roles in Israel. The mean is shown by 3.23 and a standard deviation of 1.77. In addition, the respondents also agreed that promotion encompasses pay rise which is a huge motivation to them to work more effectively, the mean is 3.94 and standard deviation of 1.05. They strongly agree that promotion positions are available and that

employees qualify for promotion shown by a mean of 4.84 and a standard deviation of 0.17. finally, the respondents agree that promotion brings a sense of responsibility which motivates them to be more productive shown by a mean of 4.35 and a standard deviation of 0.65. The results are supported by Saharuddin and Suleiman (2016) that the effect of promotion is positive to work productivity when there are organizational resources to support the process.

Job Enrichment

The study sought to determine the effect of job enrichment on employee effectiveness. Job enrichment was measured using employee multi-skilling, autonomy and feedback. The results were as given in Table 3.

Table 3: Job Enrichment

| Statement | M | SD |
|---|------|------|
| Employees are equipped with a variety of skills which help them handle their tasks effectively. | 4.76 | 0.21 |
| Employees are given the autonomy to perform their duties without much interference which ensures their productivity. | 4.06 | 0.95 |
| Through job enrichment, the branches are able to accurately determine the strengths and weaknesses of the employees which improves their effectiveness. | 4.28 | 1.75 |
| Employees are given feedback on their duties which motivates them to work more efficiently. | 4.75 | 0.25 |
| Job enrichment creates a positive and better working environment | 4.55 | 0.46 |
| Aggregate Score | 4.48 | 0.72 |

Source; Research Data (2023)

Table 3 job enrichment results show that the employees are equipped with a variety of skills which help them handle their tasks effectively, with this statement the respondents strongly agree with a mean of 4.76 and a standard deviation of 0.21, these results are consistent with the findings of Hanao *et al.*, (2015) that multi-skilling employees helps them schedule their individual tasks for better efficiency. The results also show that the respondents are in agreement with the arguments of Johannsen and Zak (2020) that employees are given the autonomy to perform their duties without interference and this ensures that they are productive, this is shown by a

mean of 4.06 and standard deviation of 0.95. Further, the respondents agree that through job enrichment their strengths and weakness are identified and hence better redesigning of their jobs this is shown by a mean of 4.28 and standard deviation of 1.75. The respondents strongly agree that the feedback given to them helps them work more efficiently shown by a mean of 4.75 and standard deviation of 0.25. Finally, the respondents indicate that job enrichment creates a positive and better working environment for them hence motivating them to be more productive.

Job rotation

The study established the effect of job rotation on employee effectiveness by use of job rotation

programs, practices and implementation of job rotation. The results are as shown in Table 4.

Table 4: Job Rotation

| Statement | M | SD |
|--|------|------|
| Job rotation programs are effective in the bank. Employees appreciate the programs and learn hence becoming more effective. | 2.09 | 0.69 |
| The banks carry out inter-branch job rotation which helps employees to improve their productivity. | 3.33 | 0.78 |
| Job rotation helps the employees to work better and efficiently. | 1.98 | 0.67 |
| Job rotation provides fresh perspectives on existing roles leading to innovation, problem-solving skills and greater efficiency. | 3.10 | 0.74 |
| Aggregate Score | 2.37 | 0.72 |

Source; Research Data (2023)

Table 4 Job rotation results show that respondents disagree that job rotation programs are effective in the banks, that means that the employees do not learn from the programs and therefore do not have any effect on their effectiveness. This is shown by a mean of 2.09 and a standard deviation of 0.69. However, the respondents agree that the banks carry out inter-branch job rotations which helps the employees to improve their productivity shown by a mean of 3.33 and a standard deviation of 0.78. The respondents strongly disagree that job rotation helps employees work better and efficiently shown by a mean of 1.98 and standard deviation of 0.67.

This could be attributed to the time employees take to learn the new tasks in the new roles. The respondents agree that job rotation helps them acquire fresh skills on the existing roles which leads to innovation and problem-solving skills these are proximate benefits to productivity.

Employee Effectiveness

Descriptive statistics results for employee effectiveness are as presented in Table 5. The constructs indicators were productivity and service delivery.

Table 5: Employee Effectiveness

| Statement | M | SD |
|--|------|------|
| All the employee development practices has enhanced efficiency in the branch. | 4.08 | 0.92 |
| The employee development practices are of value to their tasks helping them improve employee effectiveness. | 4.27 | 0.73 |
| Employee development practices have led to increased self-worth motivating the employee to serve their customers better. | 3.64 | 1.36 |
| All the development practices have helped the bank employee to improve their productivity | 4.53 | 0.47 |
| Aggregate Score | 4.13 | 0.87 |

Source; Research Data (2023)

Table 5 shows the descriptive results for employee effectiveness, the respondents agree the all the employee development practices have enhanced their effectiveness, this is shown by a mean of 4.08 and a standard deviation of 0.92. Further, the

respondents agree that employee development practices are of value to their tasks and helps them improve their effectiveness, this is indicated by a mean of 4.27 and a standard deviation of 0.73. To add on this the respondents, agree that the

employee development practices have led to self-worth of the employees motivating them to serve their customers better given by a mean of 3.64 and a standard deviation of 1.36. Finally, the respondents agree that the development practices have generally helped them improve their productivity as indicated by a mean of 4.53 and a standard deviation of 0.47. Generally, the results are supported by the arguments of Ebimobowei *et al.*, (2012) that planned employee development practices ensures maximum

utilization of employees in support of the organization objectives.

Inferential statistics

The quantitative data was further analyzed using a multiple regression model. Also, Pearson correlation was determined as shown in Table 6. The results and discussions of the results are as given in the sections below.

Table 6: Pearson's product moment correlation¹ coefficient

| Statement | 1 | 2 | 3 | 4 | 5 |
|------------------------|--------|---------|--------|-------|---|
| Employee effectiveness | - | | | | |
| Training | .808** | - | | | |
| Promotion | .676** | .401* | - | | |
| Job Enrichment | .730** | .524** | .446** | - | |
| Job Rotation | .117** | -.004** | .058** | -.272 | - |

Note. N=106

*p<.05. **p<.001

Source; Research Data (2023)

Table 6 shows that each of the independent variables has a significant positive correlation with Employee effectiveness. Noting that, training has the strongest correlation with employee effectiveness at ($r(106) = .808, p < .001$), the second variable with a strong relationship with employee effectiveness is job enrichment presented by ($r(106) = .730, p < .001$), after, promotion is moderately strong standing at ($r(106) = .676, p < .001$). Finally, job rotation has a weak

correlation with employee effectiveness ($r(106) = .117, p < .001$).

Regression Analysis

Multiple regression model was used to investigate the effect of employee development practices on employee effectiveness. The inferential results arising from the treatment of the data through the regression model are as presented

Table 7: Model Summary

| Model ¹ | R | R square | Adjusted R square | Std. Error of the Estimate |
|--------------------|-------------------|----------|-------------------|----------------------------|
| 1 | .864 ^a | .736 | .818 | .192 |

Source; Research Data (2023)

Table 7 showed the model fit which was identified using the coefficient determination; adjusted R square, the R² gives the overall percentage of variance in the dependent variable employee effectiveness that can be explained by the combined

effect of the four independent variables (training, promotion, job enrichment and job rotation) the combined effect of the independent variables explains 81.8% indicating that they are strongly and have a significant effect on employee effectiveness.

Table 8: ANOVA

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 11.257 | 4 | 2.497 | 12.552 | .000 ^a |
| | Residual | 14.184 | 172 | .227 | | |
| | Total | 25.441 | 176 | | | |

Source; Research Data (2023)

The ANOVA Table 8 showed that the estimated value of F (12.552) is greater than the value of F given as (2.497) at significance level of 5%, this clearly shows that the model is significant indicating a good match

of the data and the model on the effect of the independent variables on the effectiveness of employees of commercial banks in Garissa County.

Table 9: Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|-------|-------|------|
| | | B | Std. Error | Beta | | | |
| 1 | (Constant) | 0.739 | .390 | | | 6.510 | .000 |
| | Training | 0.829 | .056 | 0.066 | 2.681 | 2.681 | .001 |
| | Promotion | 0.792 | .088 | 0.118 | 2.870 | 2.870 | .001 |
| | Job Enrichment | 0.839 | .125 | 0.145 | 4.313 | 4.313 | .000 |
| | Job Rotation | 0.312 | .073 | 0.093 | 1.532 | 1.532 | .001 |

Source; Research Data (2023)

To ascertain the link between human resource development practices and employee effectiveness, inferential statistics multiple regression model was used. The equation for multiple regression used was as stated herein.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby Y = Employee Effectiveness

X₁= Training

X₂= Promotion

X₃= Job Enrichment

X₄= Job Rotation

β₁, - β₄ = Beta coefficients

ε = error term

The coefficient results were hence presented in table 9. The results showed that the unstandardized coefficients of the variables are training (β=.83, t=2.68, p<.01), promotion (β=.792, t=2.87, p<.01), job enrichment (β=.84, t=4.31, p<.00), and job rotation (β=.31, t=1.53.03, p<.01) were all significant predictors of employee effectiveness in commercial banks in Garissa County.

The first specific objective was to examine the influence of training on employee effectiveness. The results showed that the P value of training was 0.001 which is less than 0.005 indicating that training has a significant effect on employee effectiveness. This result is in agreement with the statement of Rehman *et al.*, (2007), further the significant results are supported by Mia (2009) that training opportunities improve the productivity of employees.

In addition, Jalal (2010) recommends the inclusion of technical training in the induction training programs of employees. The findings indicate that the human resource managers of the commercial banks should continue offering training to their employees especially when joining the institutions and also ensure that on-the-job training is appropriately followed up to ensure that employees remain equipped for the tasks.

The second specific objective was to establish the influence of promotion on employee effectiveness. The p value obtained .001 less than .005 portraying a positive and significant effect of promotion on

employee effectiveness. The findings of the promotion variable are consistent with the arguments of Lawler (2003) that promotion is seen as a reward by employees hence improving their productivity.

Further, the results are in agreement with the research of Zainuddin *et al.*, (2010) that adherence to promotion policies gives employees a psychological perceived effect on empowerment hence showing in their work. In addition, Khalifa and Truog (2010) supports the results as they showed in their research that when promotion systems of an organization give equal opportunities employees tend to improve their effectiveness.

The third specific objective was to determine the influence of job enrichment of employee effectiveness. The p value obtained was .000 which is less than .005 indicating a significant and positive effect of job enrichment on the construct of employee effectiveness. These results are in agreement with Mathede (2022) who ascertained that equipping employee with a variety of skills helps them in their productivity, efficiency and quality of service.

The results are also supported by Awaysheh (2023) experiment that individual and relative feedback helps employees increase their efforts at work. Employees in the commercial banks appreciated the enrichment of their jobs as it keeps them engaged and committed to their jobs.

The fourth specific objective was to establish the influence of job rotation on employee effectiveness. Job rotation showed a very weak effect on employee effectiveness with a $B = .312$ unlike the other predictor variables, the effect was however significant with a P value of .001 which is less than the significance level of .005. The results are supported by Cherotich *et al.*, (2021) that there is a moderate and a very small relationship between job rotation and employee performance. Further, Suleiman *et al.*, (2022) is in agreement with the results when their study investigated the effect of job rotation practices on performance. The

performance was measured in terms of efficacy, quality and efficiency of tasks.

The implication of the job rotation results is that, the employees take longer time to learn the new roles during the rotation program and hence not a preferable method of developing their skills. Arasanmi and Krishna (2019) assert that job rotation helps to boost employee learning and skills acquisition of the essential skills making them learn the capabilities and understand the challenges within their respective departments. Therefore, job rotation should be appropriately implemented for it to bring out the intended outcomes for the organization. On the other hand, employees appreciate job enrichment as it helps them learn more from their tasks and also reduces boredom and monotony to the employee.

CONCLUSIONS AND RECOMMENDATIONS

In this century, organizations are faced with the paradigm shift of environmental factors which in turn affect the internal constraints of the organization. In today's business environment it is not a choice for the human resource managers on whether to develop employees or abstain. Therefore, this research was based on the concept that employee development practices affect employee effectiveness. The research was carried out in commercial banks in Garissa County Kenya. Employee development practices which were the independent variable was looked at in the form of training, promotion, job enrichment and job rotation. The dependent variable was employee effectiveness and the tenets of the variable was productivity and service delivery.

The research used was anchored on team effectiveness model and the human capital theory. Further, a descriptive research design was utilized. Primary data was collected using a structured questionnaire collecting quantitative data. The data was analyzed using a descriptive and inferential statistics using the multiple regression model.

The results were that there is a significant effect of employee development practices on employee

effectiveness in commercial banks in Garissa County, Kenya. The first objective was to examine the influence of training on employee effectiveness. Training was operationalized as training opportunities, training programs, and on-the-job training. The results were that there is a positive and significant effect of training on employee effectiveness. The study recommends that training modules that are specific to the branch due to the diversity of the branches be developed for use during training of employees.

The second objective of the study was to establish the influence of promotion on employee effectiveness. The variable was operationalized as promotion availability, promotion policy, promotion systems and the promotion scheme. The results were that there was a positive and significant effect of promotion on employee effectiveness. The study hence concludes that the promotion practices in commercial banks should be clearly stated and also separated from other components like the need for training before promotion. The criteria for promotion should also be very specific for the employees to understand.

The third objective of this study was to determine the influence of job enrichment of employee effectiveness. The variable job enrichment was measured in terms of employee multi-skilling, autonomy and feedback. The results were that there is a positive and significant influence of job enrichment on the effectiveness of employees. The findings were that when organizations redesign the jobs within the institution, it breaks monotony and boredom of employees, it further creates a platform for learning more duties and are self-motivated to perform duties that are within their daily operation scope.

The fourth and last objective of this study was to establish the influence of job rotation on employee effectiveness. Job rotation showed a very weak effect on employee effectiveness with a unlike the other predictor variables, the effect was however significant and positive. The findings were that employees would be motivated better if the job

rotation was done inter-branch rather than intra-branch. The study recommends that human resource managers should tie job rotation with other practices like rewards, training and promotion for it to be effective.

The study concluded that human resource management should continuously adopt these practices for the continuity and for the efficiency of employees. Proper policies and manuals for human resource practices should also be made available to employees for their awareness that the programs are a continuous exercise for the organization.

First, the study concludes that training is an essential component in every organization and that human resource managers should put into structure all the necessary platforms for their employees to be trained. The training programs should also be communicated in advance to the employees for them to schedule their personal tasks so as to attend the training sessions for maximum efficiency. Lastly the research concludes that the most effective form of training is the use of the on-the-job method of training which should be well programmed for the employees.

The study concludes that promotion can be vertical promotion or rising the employee pay to a higher scale. Since the variable was significant to employee effectiveness, organizations should undertake promotion as a process and not as an event that happens during review of the employee progress. Promotion also should be added to the critical functions of the organization as it contributes significantly to the desired organizational outcomes.

This variable is also critical to the organization, the study concludes that continuous job design should be embedded in the policy manuals of organizations. Job enrichment gives employees extra skills and capabilities as they are trained on them which adds value to their current jobs. Commercial banks should increase the level of feedback given to employees as this propels them to utilize their dormant capabilities and skills.

The conclusion on this variable is that the human resource management department should prepare a clear schedule for job rotation which all the employees are privy to, the schedule should also be sensitized to all members so as each staff makes it easy for their colleagues to learn and adopt to the new roles faster. Secondly, job rotation should be done incorporating other branches of the bank and not only domesticating the exercise within the branch.

The study recommended that the human resource management department should develop training modules which cover training materials from the induction program to the on-the-job training materials. The study also recommends that commercial banks should create training opportunities for their employees that can cover both internal and external training as well as learning programs that can be taken through online platforms to avoid the employees being away from their workstations for a long period of time. Training should be a mandatory requirement even for promotion, job enrichment and job rotation.

The study also recommends a sensitization of the promotion requirement criteria to all the employees as they will work better when they understand best what awaits them in terms of promotion.

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Commercial banks should also consider the tenure of an employee in a specific branch and especially in Garissa County and other adverse environment as a way of motivating the employee to achieve the organizations outcomes.

Job enrichment should specifically be in terms of adding more value to the employees' tasks and working hand in hand with them as they perform their roles. Finally, commercial banks should rethink and re-strategies the job rotation program and ensure that its implementation considers equity and fairness to the employees. A disgruntled employee due to performing a task they are not familiar decreases their efficiency. Job rotation should also be tied to the training programs so that during employee training, they are sensitized about the other roles within the organization.

Suggestions for further study

The study recommends that a similar study should be carried out in commercial banks in Nairobi city county, utilizing the same objectives of employee development practices, further the study should incorporate commitment as a moderating variable to the study. The research also suggests that future research on employee development practices on job satisfaction as a proximate outcome on the part of the employee should be carried out.

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