# The Effect of Deployment Practices on Employees' Performance; A Case Study of Coast Water Services Board

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**Abstract**: *Coast Water Services Board (CWSB) is a state corporation in the Ministry of Water and Irrigation which was established in February 2004 under the legal framework of the Water Act 2002. The CWSB area of jurisdiction covers the six (6) counties in the coast region namely Mombasa, Kilifi, Tana River, Kwale, Lamu and Taita-Taveta, spread over an area of 83, 040 square kilometers. The CWSB headquarters is based in the Mombasa City. The CWSB's mandate is to efficiently and economically provide water and sewerage services within this area of jurisdiction as provided for by section 53(1) of the Water Act 2002, and as authorized by the Water Services Provision License issued by the Water Services Regulatory Board (WaSREB). CWSB is committed to a set of core values stated in its Strategic Plan that guides not only its ethical practices but also the quality of service delivery and performance standards. These core values are teamwork, integrity, professionalism, accountability, customer focus and integrity. Through support from the World Bank staffs of CWSB have been able to benefit in areas such as Training and provision of tools and equipments for operation and maintenance activities. However it has been observed that despite the above interventions the performance of the employees is not as expected. Employee deployment and its subsequent effect on employee performance is an issue of great debate with varying opinions of the same. Due to lack of clear guidelines and systems of deployment, heads of organization may go for individuals who support their administrative styles albeit blindly, or be biased during the deployment exercise, and when this happens, employee morale is affected, and this in turn affects performance. Organizations must ensure that deployments, promotions and demotions, which are elements of employee deployment do not result from a random process but are objective, well planned and purposeful as they greatly influence employee motivation and morale and subsequent performance. Since the ranking of water services regulatory board started on 2008/2009 financial year, the performance of CWSB has been declining year after year and the management have not been able to provide concrete answers to this phenomena. Consequently staff deployments have been going on year after year hence a reason good enough to believe it could be the reason behind the declining performance. This study therefore seeks to establish why the performance of Coast Water Services Board is not as expected. Chapter one of this proposal will contain background information on the proposal, statement of the problem explaining briefly what has prompted the necessity to conduct such a research, the research objectives, then the research questions, justification and finally scope of the study. Chapter two will start with theoretical framework, then empirical review, conceptual framework, critique of existing literature, summary and finally research gaps. Finally, chapter three will contain introduction, research design, target population, sampling size, sampling technique, data validity and reliability, data collection tools and procedure, pilot test and data analysis methods. The data collected will be analyzed using both qualitative and quantitative analysis presented in tables and charts extracted from both MS Excel and Statistical Package for Social Studies (SPSS) software tools version 20.*

**Keywords:** Informal Sector, Deployment, Capital constraint, Employee motivation, Job re-designation.

## 1. Introduction

All organizations are concerned with what should be done to achieve sustained high levels of performance through people, [1] and employee deployment is one aspect that can either affect employee performance positively or negatively. The movement of employees is a major aspect of human resource management, one that helps ensure that right number and right kinds of people will be at the right place in the future, capable of doing the things needed so that the organization can achieve its goals. Decisions made to allocate human resources to the right places will increasingly need to take into consideration mobility rates for various subgroups, career paths for different groups and the administrative policies, rules and procedures that regulate movement. Deployment and internal mobility are important strategic functions within every organization [2]. The mobility of personnel through an organization is important to both the organization and the individual. Organizations face increasing demands to systemize and rationalize their policies and procedures regarding the career mobility of employees. Internal pressures are created by employees and

potential employees with rising expectations, who demand more from organizations than just a job. Some want to know details about their career within the organization [3].For instance promotions may be used by the organization as rewards contingent on job performance or seniority. Therefore, the control of intra-organizational mobility has importance not only because of the consequences associated with the allocation of human resources but also indirectly through its influence on the attitudes and behavior of employees. It is 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 [4]. Sociological literature on the effects of deployment on employee performance analyzes the tension between family and work demands, work and the family both being greedy 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. In a study of effect of

deployment on military Services performance in Germany, carried out by Rand, it was established that Military personnel face a range of stressors on deployment and also capital constraints is an inhibiting factor, including physical/environmental stressors, high operating tempo and long work hours, and family separation..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 .However deployment provides benefit for the member to use his or her training and preparation in real-world situations. Deployment also offered personnel the chance to take on additional responsibility and participate in challenging, fulfilling missions. In some cases, successful completion of deployed operations meant learning to handle situations and missions for which members had not been trained explicitly. This helps in improving on their performance. Participants in deployment reported returning home with a sense of accomplishment because they had contributed to a larger cause [1].

Local research on deployment conducted by [5], in his research on effect of deployment on teacher performance in Muranga County identified that procedures for deployment to administrative posts are hardly transparent. This was found to be affecting employee performance as a result of low employee morale of those who viewed the deployment did not to favor them. The procedure for deployment affected teachers' motivation and also the schools performance in (KCSE) Kenya Certificate of Secondary Education. The researcher recommended head teachers should use transparent procedures in deploying teachers to administrative posts in order to boost teachers' morale and consequently the schools performance.

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 at Mombasa city. The board also operates bulk water supply system through four main pipelines namely: Tiwi and Marere which have sources in South Coast, Baricho Water Works in Kilifi county and Mzima pipeline which originates in Taita Taveta county. All the water services boards are licensed by Water Services Regulatory Board (WASREB) 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 makes CWSB perform poorly. In order to provide the much needed services as per the mandate, CWSB employees are normally deployed from one department to another, one station to another and there are also deployments within the stations. Staff is also deployed at designated points along the pipeline corridors for effective operation and maintenance of water supply network. The deployment of staff from time to time normally affects concentration in the work they do and this is thought to be the cause of poor performance at the board.

## 1.1 Statement of the Problem

Employee deployment and its subsequent effect on employee performance is an issue of great debate with varying opinions of the same. [6] states that poor human resource management practices seriously demotivates employees, which consequently lead to poor performance. He goes ahead to state that employee deployment if done wrongly leads to low employee motivation at work and subsequent poor employee performance. Due to lack of clear guidelines and systems of deployment, heads of organization may go for individuals who support their administrative styles albeit blindly, or be biased during the deployment exercise, and when this happens, employee morale is affected, and this in turn affects performance.

A report by Deloitte East Africa entitled Best Company to Work for (BCTWF) in 2002 found out that career development prospects in employee deployment featured as an area of concern throughout most organizations, especially those with younger workers. In order to meet these demands, organizations must ensure that deployments, promotions and demotions, which are elements of employee deployment do not result from a random process but are objective, well planned and purposeful as they greatly influence employee motivation and morale and subsequent performance [7]. Since the ranking of water services regulatory board started on 2008/2009financial year, the performance of CWSB has been declining year after year and the management has not been able to provide concrete answers to this phenomena. Consequently staff deployments have been going on year after year hence a reason good enough to believe it could be the reason behind the declining performance. This has led for need to carry out this research which is intended to establish whether there is any link between the deployments and performance [8] .The study is also intended to provide solutions to the declining performance.

## 1.2 Objectives of the study

The general objective of the study is to establish the effect of deployment on employees' performance at Coast Water Services Board.
### 1.2.1 Specific objectives
1) To assess the role played by deployment procedures at the Coast water Services Board in enhancing employee performance.
2) To determine if Coast water Services board employee perception of the fairness of deployment procedure affects employee performance.

3) To establish the relationship between job re-designation and employee performance at Coast Water Services Board.

## 2. Theoretical Literature

Equity theory of motivation recognizes that motivation can be affected through an individual's perception of fair treatment in social exchange. When compared to other people, individuals want to be treated fairly for their contributions (the outcomes they experience match their inputs). A person's beliefs in regards to what is fair and what is not fair can affect their motivation, attitudes, and behaviors and subsequent performance. Equity Theory proposes that a person's motivation is based on what he or she considers to be fair when compared to others [9] .Individuals develop their perception of fairness by calculating a ratio of their inputs and outcomes and then comparing this to the ratio of others [6]**.** Inputs are the value proposition of individuals, such as their productivity, time, and education. Other examples include the experience, knowledge, ability, qualifications and ambition of the individual [10]. Outcomes are the rewards an individual receives. These rewards can be tangible, such as financial compensation, or intangible, such as recognition or job security, equal treatment and employee voice. The comparable other could be a co-worker, a relative, the industry norm, a friend, or even a group of individuals [11] or even be oneself in a past job. According to [12] equity is all about balance and is present when a people feel that they are receiving the appropriate amount of outcomes from their inputs, when compared to their chosen comparison other. Inequity exists when there is a perceived difference in the ratios of inputs and outcomes. Most individuals will attempt to achieve equity by adjusting their own inputs and outcomes, or attempting to change the inputs or outcomes of the comparison other. Individuals can use behavioral processes or cognitive processes in order to attempt to restore equity. Examples include decreasing productivity at work, finding a new job, asking for a wage increase, changing the comparative other, or attempting to distort or justify changes in their perceptions of inputs and/or outcomes [10]. The means of reducing inequity will vary depending on the situation and will not all be equally satisfying to an individual [11], as each employee wants to experience fair treatment at the place of work. This theory explains why an employee intentionally decreases his/her performance at work, when he/she regards the human resource practices at the place of work are not fair as opposed to the level of inputs they bring in to the organization just to achieve equity. It is important to understand if there are general guides for how employees evaluate inputs and outcomes in order to help prevent perceptions of inequality. If managers can help prevent perceptions of inequality they can help prevent their employees from becoming de-motivated which subsequently leads to poor or decreased performance.

Goals have a pervasive influence on employee behavior and performance in organizations and management practice [12]. Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high-performance work practices (HPWPs), management information systems (MIS), benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals.

Furthermore, goal setting is the underlying explanation for all major theories of work motivation—whether that be [13] VIE theory, [14] or [15] motivation theories, [16] social cognitive theory, or operant-based behaviorism [17]. Managers widely accept goal setting as a means to improve and sustain performance [18]. Based on hundreds of studies, the major finding of goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance [11].

[11], leaders in goal-setting theory and research, have incorporated nearly 400 studies about goals into a theory of goal setting and task performance. Step 1 depicts a simplified view of goal-setting theory. According to the theory, there appear to be two cognitive determinants of behavior: values and intentions (goals). A goal is defined simply as what the individual is consciously trying to do. Locke and Latham postulate that the form in which one experiences one's value judgments is emotional. That is, one's values create a desire to do things consistent with them. Goals also affect behavior (job performance) through other mechanisms. For Locke and Latham, goals, therefore, direct attention and action. Furthermore, challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished.

Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties [9]. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. Social exchange theory involves a series of interactions that are interdependent, contingent on the actions of the other partner in the social relationship, and generate obligations [19]. A social exchange relationship rests on the norm of reciprocity. An exchange starts with one party giving a benefit to another. If the recipient reciprocates, and consequently a series of beneficial exchanges occurs and feelings of mutual obligation between the parties are created [20]. A broad notion of reciprocity encompasses a feeling of an obligation to repay favorable treatment. [21], defined employees' obligation feeling as a prescriptive belief regarding whether one should care about the organization's well-being and should help the organization reach its goals. According to [20], reciprocation in social relationships becomes stronger when both partners are willing to provide resources valuable to the other. Whereas employees value beneficial treatment, employers seek loyalty and dedication [21] Positive actions directed at employees by the

organization are argued to contribute to the establishment of high-quality exchange relationships and high employee performance. [21]. Empirical evidence supports this sequential order of reciprocation. Most notably, these exchanges have been used to explain the positive consequences that ensue when employees respond to perceived positive organization treatment [22]. Perceptions of positive organizational treatment have been found to be positively associated with employee attendance, organizational spontaneity and in-role performance, affective organizational commitment extra-role behavior as well as safety at work [21]. Research supports that employees pay back with high performance and loyalty to what they perceive as supportive treatment from their employers through stronger attachments to the organization [22]. This theory explains why employees start underperforming at their place of work when they perceive not to be treated well or, fairly or unappreciated at their place of work.

## 3. Conceptual Framework

According to [23], a conceptual framework is a virtual or written product, one that explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables and the presumed relationships among them. According to [24], conceptual framework is structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature. Conceptual framework is a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. It is thus a diagrammatical representation that shows the relationship between dependent variable and independent variables.
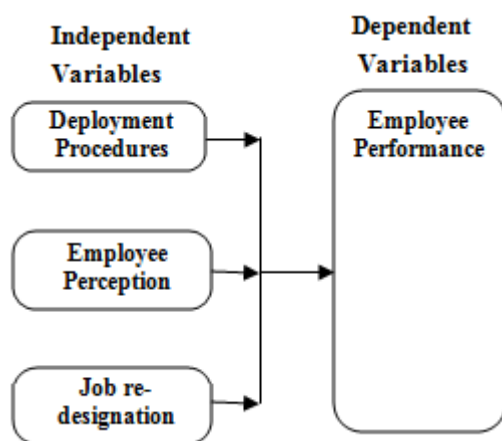


**Figure 1:** Conceptual Framework
**Source: Author (2016)**

Deployment is the movement of staff from one work assignment to another to meet operational needs. Deployment may take the form of work assignments within the current job, lateral deployments, relocation, or temporary assignments. Deployment of staff enables realignment of human resources to new work assignments or job responsibilities to meet changing business needs or to provide opportunities to gain skills and experience. Deployment is a personnel activity to ensure that the labor of

the organization would be continuously in an optimal relation to the jobs and organizational structure. It has both qualitative and quantitative side with the aim of matching the number, qualification and personality structure of human resources to current organizational structure and current needs of the organization. In contrast, that the current operations of the organization and its structure optimally reflect the state of its human resources. Deployment seriously affects employee performance in the sense that poor and unfair deployment policies may affect employees' hopes for advancement and the productivity of the workforce. Often employers feel compelled to deploy from within their workforce, fearing the loss of the loyalty and enthusiasm of employees in case they are deployed to other areas. Unfortunately, a tradition of deployment within may also mean forgoing the most vital management prerogative filing positions with well-qualified personnel.

Deployment as a personnel function serves various purposes. Deployments can be used to give people broader job experience as part of their development and to fill vacancies as they occur. Different jobs have different work environment and as thus work environment, when favorable; can lead to improved performance and reduction in absenteeism, bad time keeping, labor turnover and other indicators of low morale However, if deployment is poorly managed it significantly leads to poor results since deployment could lead to psychological alterations that could have adverse effects on human health and general job performance.

Today, the key concept for success is not seen as the goods and services themselves but the knowledge, talent, skills and potential to reproduce and renovate these attributes required for the production of goods and services.

Major organizational change disrupts the fabric of organizational life in terms of interpersonal relationships, reporting lines, group boundaries, employee and work unit status and the social identities associated with group memberships. Organizational change is thus a major facet of procedures relevant to make Coast Water Service Board sustainable. Employee deployment is part of the organizational change thus the employee`s perception of this process is rather essential. Even though employee deployment is implemented for positive reasons (e.g., to adapt to changing environmental conditions and remain competitive), employees often respond negatively toward it and resist the change efforts. This negative reaction is largely because employee deployment can bring with it increased pressure, stress and uncertainty for employees. Thus, building positive employee beliefs, perceptions and attitudes is critical for successful deployment interventions. Examining employees' subjective experience of deployment may reveal that employees are not necessarily resisting the deployment itself, but rather perceived undesirable outcomes of it or the process of implementing the deployment.

New duties equally require new cultural mindset, work ethics and may also demand fundamental shift in social arrangements and psychological makeup and physical setting creating an alert state in an individual employee. He suggest that aligning to the new requirements in there

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designed status and jobs may require high levels of innovation, creativity, initiative, change mindset, flexibility, motivation and morale and conformance behaviors from the employee. The learning process to understand and assume the new roles, task structures, responsibilities will force the employee store design the operations to suit the new work arrangements. He stresses that deployment through re-designation has more positive benefits to an employee through more creativity, innovation, motivation, mobility, morale and high levels of flexibility and personal and development efforts thereby increasing their productive quality efficiency, and effectiveness status as organizational resources.

She, however, admits that re-designation sometimes affects negatively the employee's rate and position of performance arguing that more but uncontrolled work structure creates emotional instability, role conflict, role ambiguity and emotional stress which portend negatively toward the performance of the employee. There has been acrimonious debate among the human resources experts on the role of re-designation on employee performance in particular and organizational performance generally, with the results being more divided opinion on the issue than has generally been believed to be. Majority of the human resources experts however believe that this kind or type of deployment increases employee performance and has similar results for the overall business performance. It results in more positive effort, energy and positive contributions towards the business goals, strategies and objectives while at the same time re energizing their motivation and morale efforts towards the organization. On the negative side re-designation provides the employee with more duties, assignments, responsibilities, and tasks which may wear down the employee's contributions toward the organization. More work duties, responsibilities may create a condition stress, frustration, and fatigue.

Reasons that re-designation mare 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. When handled carelessly, re-designation deployment decreases employee performance through decreased effort, motivation, innovation, morale, identification and increased wastages, absenteeism, turnover, negative reactions.

## 4. Empirical Review

Although the three approaches to understanding HR in deployment under the Michigan and Harvard models have gained considerable attention from researchers, they have produced conflicting results. Referred to as the hard and soft HRM, they form the basis for the empirical framework in this study. Women's career opportunities are influenced by the deployment approach practiced by an organization. The chances that are open for career progress are improved with deployment. The three main deployment influences of careers offered to prospective employees are categorized under interlocation, interdepartmental and redesignation

deployment. These factors were also found to influence the nature of HRM approach engaged by an organization. [12] tested the impact of micro level variables on HR practices and discovered that while institutional determinants like size of the organization have a strong influence on the use of both the collaborative and calculative HRM approaches, managerial sovereignty with less pressure from institutional laws was linked more with the hard/calculative approach than the soft/collaborative approach. They came to a conclusion that the stronger of the management autonomy in organizations the more they will take on the control/calculative approach towards HRM in deployment practices. Similarly, strong institutional laws tend to favour the commitment based approaches as management has less control to initiate organizational changes to fit the organizational strategy. These findings generally support the HR deployment practices described in the prescriptive literature in this study. Morris, [21] in contrasting Japanese personnel designs and the hard and soft HRM models, found that the Japanese personnel system is different from the calculative-collaborative HRM model. While the Japanese design is linked to production, the calculative and collaborative HR models are linked to corporate strategy, both of which depict elements of tight control, specific training and unitarist values. The degree to which organizations depict calculative and collaborative orientations to HR in relation to overall HR performance. They drew their conclusions asserting that deployment HR must align with the criteria of both developmental and strategic options and be integrated with the overall corporate strategy and objectives. Their findings on the conflict or incompatibility between the two theoretical perspectives differ from other findings. They found little evidence of conflict between these three deployment practices. While determining the obstacles to implementing an effective HR system, their results of a factor analysis revealed management attitudes, incompetence of HR staff and the current state of HR. The researchers concluded that effective HR system becomes attainable through both calculative and collaborative approaches provided they are both related to organizational strategy and objectives (the calculative orientation) and employee motivation and development (the collaborative orientation) Taking on one of our independent variables, compensation and relating it with the findings. It was discovered that performance-based compensation is applied both where interdepartmental, interlocation and redesignation deployment to HR are practiced. A distilling factor however that has implications for industrial relations practice was revealed in that where performance-based compensation formed part of collaborative HR, trade unions were more likely to gain a representative role than under a deployment approach. Majority of previous research has verified significant relationship between deployment practices and Employee Outcomes. In a research of similar nature targeting small business have found that effective HR practices impact employee outcomes significantly (employee outcomes used by them were different than ours). A research was conducted by regarding Impact of deployment practices on corporate performance in Pakistan . His findings were supportive of our assumption that HR practice system effect Corporate performance through employee outcome. Interdepartmental deployment offers the employees the chances to become productive, innovative,

and exhibit high chances of commitment, loyalty and satisfaction in order to achieve. He further notes that employees tends to develop positive attitude in an attempt to learn new cultures and work formats. He admits that interdepartmental deployments offer the employee the chances to learn more of the organization, its programs, activities and operations thus increasing the flexibility, developmental ability, learning prospect thus becoming more productive, effective, and efficient and customers friendly. He however notes that interdepartmental deployment is sometimes more disruptive to the employee and may reduce the performance. He explains that employee become frustrated, stressed and fatigued at learning new things, perspectives.

## 5. Research Gap

Most of the research on effects of employee deployments on employee performance is scanty, and mainly focuses on deployment at the military and thus the need to carry out research in other occupations as well both in public and private sector to know if there would be any variation in respondents response in different occupations altogether.

Studies on the effect of deployment on employee performance indicate a connectivity but do not seem to identify the causal connectivity between the two, as well as identify the strength of the relationship between deployment and employee performance It is thus important to carry out research to identify to what extent deployment affects employee performance.

Previous research has primarily focused on the negative effects of deployment on employee performance, yet as indicated by studies carried out, indicates that deployments can be used to give people broader job experience as part of their development and to fill vacancies as they occur, since different jobs have different work environment and work environment, when favorable; can lead to improved performance and reduction of wastage, thus the need to carry out further research to identify the positive effects of employee deployment on performance.

## 6. Research Methodology

In addition, a research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible hence yielding maximum information with minimal expenditure of effort, time and money

This study used a descriptive research design. The target population of this study was therefore finance managers and finance clerks of 16 micro-finance firms in Mombasa with one of the firms being used as a pilot test. A total of 3o (main respondents) and 2 (pilot test respondents). A census methodology will thus be used since the population of MFIs is low (16) in Mombasa County.

Quantitative data, which was collected using structured questionnaires, was analyzed using the Statistical Package for Social Scientists (SPSS), which offers extensive data handling capability and numerous statistical analysis

routines that can analyze small to very large data statistics and can generate descriptive statistics [17].

The qualitative data was organized according to answers to open ended questions in the questionnaire and analyzed through content analysis.

Presentation of data was in form of Tables, Pie-charts and Bar graphs only where it provided successful interpretation of the findings. Descriptive data was provided in form of explanatory notes.

To test whether there is a relationship between employee deployment and employee performance of Coast Water Service Board, regression analysis was used in the data analysis process using the regression model. Regression applications in which there were several independent variables, $x_1, x_2, \ldots, x_k$ .

The multiple regression model was used to determine the importance of each variables with respect to employee performance.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathcal{E}$
Y=the dependent variable.
$\beta_0$=constant term.
$\beta_1 X_1$- $\beta_4 X_4$=independent variables.
$\mathcal{E}$=error term.
Employee Performance=$\beta_0 + \beta_1 DP + \beta_2 EP + \beta_3 JR + \mathcal{E}$

## 7. Results and Discussion

### 7.1 The relationship between Deployment procedures and employee performance.

The study clearly showed that there is a clear relationship between Deployment procedures and the performance of employees at the CWSB. That relationship is clearly characterized by the tendency of the CWSB to depend on Deployment procedures so as to enhance employee performance, assure them on the sustainability of their long-term organizational goals and ensuring that the CWSB does not waste resources since the Deployment procedures are also eventually a finance saving technique. The findings showed that there is a high tendency of CWSB utilization of Deployment Procedures. The findings also showed that there were some positive correlations between some of the variables.

### 7.2 What roles are played by employee perception in the enhancement of employee performance?

From the study, it has been deduced that employee perception play an essential role in the organizational human resources appraisal carried out by CWSB. It is through strategic manager`s acknowledge of the usage of positive employee perception so as to make informed, accurate and precise evaluation of strategic controls in the County that the CWSB can ensure presence of a motivated workforce. It is also clearly established that the methodology through which coast water service board carries out it`s strategy appraisal affects it`s future asset base. From the study, we eventually observe that successful utilization of positive employee

perception reduces human resources turnover in coast water service board through laying emphasis on essential and prospective organizational processes. The findings also showed that there were some positive correlations between some of the variables.

## 7.3 How Job re-designation affects the performance of CWSB.

Job re-designation is essentially when employees in an organization are shifted from a specific function or duty to another. It is mostly horizontal in nature. From the study, it has been deduced that Presence of strategic expert's management to successfully inculcate job re-designation techniques is a reality in the coast water service board. It is also clearly observable that optimal job re-designation strategy achievement guarantees coast water service board the best choice in terms of employee management. Job re-designation can also be seen as a motivating factor in the undertakings of an organization like the CWSB as employees will be motivated to work in designations they have longed for. From the research, we deduce that setting job re-designation strategy target goals is an eventual finance saving technique and eventually, we observe that Achieving job re-designation goals through strategic management can be used as an indicator of the organizational efficiency of the coast water service board. The findings also showed that there were some positive correlations between some of the variables.

| Correlations | | | | |
|---|---|---|---|---|
| | Employee Performance | Deployment Procedures | Employee perception | Job re-designation. |
| EPERF | 1 | 0.948 | 0.896 | 0.823 |
| DP | 0.948 | 1 | 0.92 | 0.81 |
| EP | 0.896 | 0.92 | 1 | 0.835 |
| JR | 0.823 | 0.81 | 0.835 | 1 |

**Key:** EPERF- Employee Performance, DP-Deployment Procedures, EP- Employee perception, JD- Job re-designation.

There is a weak positive coefficient of correlation of 0.220 between employee performance (dependent variable) and deployment procedures (independent variable) indicating that deployment procedures has minimal effect on the employee performance.

There is a strong positive correlation of 0.823 between employee performance (dependent variable) and Employee perception (independent variable) indicating that Employee perception has a strong influence on the employee performance of CWSB. There is a strong positive correlation of 0.823 between employee performance (dependent variable) and job re-designation (independent variable) indicating that job re-designation has a strong influence on the employee performance of CWSB.

| Model Summary | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .955[a] | 0.913 | 0.899 | 0.22983 | 0.913 | 65.294 | 4 | 25 | 0 |
| a. Predictors: (Constant), Deployment Procedures, Employee perception, Job re-designation | | | | | | | | | |
| b. Dependent Variable: Employee Performance | | | | | | | | | |

From the table above, 89.9% of the relationship between the employee performance of CWSB is explained by the independent variables namely; Deployment Procedures, Employee perception, Job re-designation. The remaining 10.1% is the relationship by other variables.

### ANOVA[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 13.796 | 4 | 3.449 | 65.29 | .000[b] |
| | Residual | 1.321 | 25 | 0.053 | | |
| | Total | 15.117 | 29 | | | |

a. Predictors: (Constant), Deployment Procedures, Employee perception, Job re-designation

b. Dependent Variable: Employee Performance

The test of ANOVA was also carried out (Table 4.20) to test whether employee Deployments influence the performance of CWSB. When the test was run at 0.05 significance level, the p value was 0.000. If p value (0.000) is less than $\alpha$ (0.05) then the result is significant.

## 8. Recommendations

Strategic managers of the CWSB must be well versed and acquainted with deployment procedures and techniques so as to shield the organization from incompetence and eventual labor strife's or turbulence.

The government should strive to ensure that the CWSB is adequately financed so as to have the complete capability of employing deployment tactics successfully. Strategic managers should also be properly trained on emergent financial trends like in terms of deployment procedures and techniques. This would make the CWSB to thrive thus positively influence the coastal community (mostly the informal sector).

Techniques like Deployment techniques and Job re-designation should even be taught at even technical colleges. This would help give rise to a strategically enlightened citizenry. This would even promote professional prudence in their management endeavourer.

Strategic managers should strive to ensure that they have a reference point whereby all information about employee deployment and such techniques can be easily retrieved and shared. This would eventually help the CWSB to effectively participate in the knowledge sharing of such techniques.

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## 9. Future Scope of the Study

The current study was based on a limited sample taken from CWSB. Therefore the results could not be generalized to other parts of Kenya especially in the analytical terms. Further research done on a bigger scale with a large sample size could shed light on how employee deployment can help the employee performance in the water sector in Kenya, analytically. The current study did not consider the reasons of motivation to use employee deployment techniques by the CWSB. There is also another field which is neglected in our study. It is the gap of CWSB. Actually, to what extent the CWSB is capable of delivering services to the people. Further research could be conducted in this area and for finding reasons for the gap between demand and supply in terms of water supply services.

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