

**AN ASSESSMENT OF INTERNAL RECRUITMENT PRACTICES ON
EMPLOYEE PERFORMANCE IN NATIONAL BANK, NAIROBI COUNTY,
KENYA**

ANNE W. NYAGA



**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF A MASTER OF BUSINESS
ADMINISTRATION DEGREE IN HUMAN RESOURCE MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

JUNE, 2024

DECLARATION

Declaration by the student

This research project is my original work and has not been presented to any other university.

Signature: 

Date: 20/5/2024

Anne W. Nyaga

MBA/2021/42984

Approval by the University Supervisor

This research project has been submitted with my approval as the University Supervisor.

Signature: 

Date: 20/5/24

Dr. Jacqueline Omuya, PhD,

Lecturer

School of Business and Economics

Mount Kenya University

MO

DEDICATION

I dedicate this work to my son, Mr. Bryan Nyaga for his moral support and to my late parents Mr. and Mrs. Nyaga for their encouragement.



ACKNOWLEDGEMENT

I wish to thank God for giving me the strength to pursue this MBA Program. I wish to thank my Supervisor, Dr. Jacqueline Omuya for guiding me through the process of writing this project. I wish to thank Dr. Isaac M. Abuga and staff at the Nairobi Campus Postgraduate Studies for their continued support and guidance in this Research Project. I also wish to thank Dr. Peter Simotwo, Coordinator Postgraduate Studies, Meru Campus for his guidance and support. I wish to thank the various lecturers who have guided me through the various Units that make up the MBA Programme. I wish to recognize the contributions of Dr. Henry K. Yatich and Dr. Appolonius K. Shitiabai for their input in the Units relating to this research proposal. I wish to thank Mount Kenya University for availing the MBA Program and the support accorded to me in this research project endeavor.

ABSTRACT

Recruitment is a fundamental function in an organization's human resource management department. Its goal is to attract more qualified candidates for potential employment. The adoption of effective recruitment methods by organizations will increase their ability to recruit competent employees with the necessary skills, thereby helping them master their roles. The purpose of this research was to assess the effect of internal recruitment practices on employee performance in an organization, a case study of the National Bank of Kenya Limited. The study was guided by the following specific objectives; to assess the effect of promotion practices on employee performance; to determine the effect of transfer practices on employee performance; to examine the effect of recall/re-employment on employee performance and to determine the effect of job bidding on employee performance in the National Bank of Kenya. The following theories underpinned the study; Cattell's 16PF Trait Theory, Expectancy Theory and Equity Theory. This study employed a descriptive survey design with a target population of 215 members of staff consisting of managers, supervisors and, Bank officers from the Human resource department, Operations department, Marketing department and Finance department of the National Bank of Kenya, head office. Various departments were chosen using both stratified sampling and simple random sampling methods, based on their employee levels. The study divided the population into strata and then employed the stratified random sampling technique to select a sample from each stratum. A sample comprising 144 respondents was utilized for data collection using a questionnaire and an interview guide for the head of personnel service. Quantitative information obtained was edited, coded and analyzed. Data was analyzed using the Statistical Package for Social Science (SPSS). Both descriptive and inferential statistics were utilized in this study with the results given in tables and figures. The study found that promotion, transfer, re-employment and job bidding practices had positive statistically significant influence on employee performance in the NBK. On promotion practices, the study concluded that the bank has a promotion policy for employees and that promotion is accorded to employees based on merit. On transfer practices the study concluded that the bank has a clear transfer policy for employees and anytime a job opens up in the bank transfer requests are approved. On re-employment practices, the study concluded that recalling former employees to fill some vacancies which effectively matches employees' skills and qualifications with available job roles enhances employee performance in National Bank of Kenya. On job bidding practices the study concluded that use of bulletin boards to place vacancy announcement and availability of vacancy list which is accessible to all employees in the bank enhances employee performance. The study recommended that human resource management to provide an awareness campaign to the employees on the job bidding practices, this allows employees to explore internal career opportunities within the organization.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS/ACRONYMS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Internal Recruitment Practices.....	3
1.1.2 Profile of National Bank of Kenya Limited.....	5
1.2 Statement of the Problem.....	6
1.3 Purpose of the Study.....	8
1.4 specific objectives of the study.....	8
1.5 Research Questions.....	8
1.6 Significance of the Study.....	9
1.7 Scope of the Study.....	9
1.8 Study Limitations.....	10
1.9 Delimitations.....	10
1.10 Assumptions of the Study.....	11
1.11 Operational Definition of Terms.....	12
CHAPTER TWO	14
LITERATURE REVIEW	14
2.0 Introduction.....	14
2.1 Empirical Literature.....	14
2.1.1 Employee Performance.....	14
2.1.2 Promotion Practices and Employee Performance.....	17
2.1.3 Transfer Practices and Employee Performance.....	20
2.1.4 Recall/Re-Employment and Employee Performance.....	23

2.1.5 Job Bidding and Employee Performance.....	24
2.2 Theoretical Literature	26
2.2. 1 Cattell’s 16PF Trait Theory.....	26
2.2.2 Expectancy Theory	27
2.2.3 Equity Theory	29
2.3 Conceptual Framework.	31
2.4 Recap of Literature Review.....	33
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.0 Introduction	35
3.1 Research Methodology.....	35
3.2 Research Design	35
3.3 Location of the Study	36
3.4 Target Population	36
3.5 Sampling Procedures and Techniques.....	37
3.6 Sample Size	37
3.7 Research Instrument	39
3.8 Pilot Study	39
3.9 Testing for validity and reliability/trustworthiness	39
3.9.1 Validity	40
3.9.2 Reliability of Research Instruments.....	40
3.10 Data Collection Procedure.....	41
3.11 Data Analysis	41
3.12 Ethical Considerations.....	42
CHAPTER FOUR.....	44
RESEARCH FINDINGS, ANALYSIS AND PRESENTATION	44
4.1. Introduction	44
4.2 Response Rate	44
4.3 Pilot Study Results	45
4.4 Demographic Information	46
4.4.1 Gender of the Respondents	46

4.4.2 Age Bracket of the Respondents.....	46
4.4.3 Respondents Duration at the Current Station	47
4.4.5 Highest Level of Education	48
4.5 Descriptive Analysis.....	49
4.5.1 Promotion Practices and Employee Performance.....	49
4.5.2 Transfer practice and Employee Performance.....	52
4.5.3 Re-employment practice and employee performance	54
4.5.4 Job Bidding Practice and Employee Performance.....	56
4.5.5 Employee Performance.....	57
4.6 Assumptions of Regression Model Test.....	58
4.6.1 Normality Assumption Test.....	58
4.6.2 Homoscedasticity Assumptions Test.....	59
4.6.3 Multicollinearity Assumption Test.....	60
4.7 Correlation Results of Study Variables	61
4.8 Regression Analysis	63
4.8.1 Model Summary	63
4.8.2 Model Fitness.....	64
4.8.3 Regression Coefficient.....	64
CHAPTER FIVE.....	66
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	66
5.1 Introduction	66
5.2 Summary of the Findings	67
5.2.1 Promotion Practices and Employee Performance.....	67
5.2.2 Transfer Practices and Employee Performance	68
5.2.3 Re-Employment Practices and Employee Performance	68
5.2.4 Job Bidding and Employee Performance.....	69
5.3 Conclusion.....	69
5.4 Recommendations	70
5.5 Recommendations for Further Research	72
REFERENCES.....	73
APPENDICES	81

Appendix I: Informed Consent Letter	81
Appendix II: Questionnaires	82
Appendix III: Interview Guide for Head of Personnel Services	86
Appendix VI: ERC Clearance	87
Appendix VII: Introduction Letter	88
Appendix VIII: Research Permit	89
Appendix VI: similarity index.....	90



LIST OF TABLES

Table 1: Summary of Research Gap	33
Table 2: Target Population.....	36
Table 3: Sample Size.....	38
Table 4: Response rate	44
Table 5: Reliability Test Results.....	45
Table 6: Gender of the Respondents	46
Table 7: Distribution of Duration at Current Station	48
Table 8: Bank Employee’s Academic Qualification.....	49
Table 9: Promotion Practices and Employee Performance.....	50
Table 10: Transfer Practices and Employee Performance	52
Table 11: Re-Employment Practices and Employee Performance	54
Table 12: Job Bidding Practices and Employee Performance	56
Table 13: Employee Performance.....	58
Table 14: Normality Assumption Test.....	59
Table 15: Heteroscedasticity Assumption Test.....	59
Table 16: Multicollinearity Assumption Test	60
Table 17: Correlation matrix of variables under study	61
Table 18: Regression Model Summary.....	63
Table 19: Regression Model Fitness Results	64
Table 20: Regression Analysis Coefficient.....	65

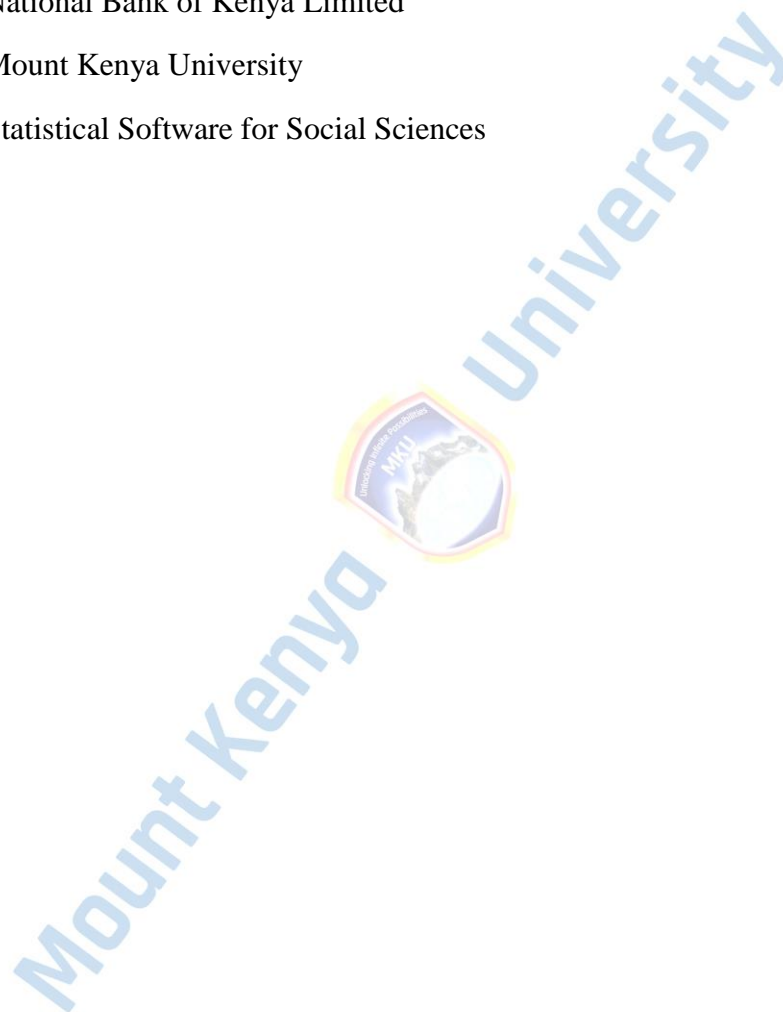
LIST OF FIGURES

Figure 1: Conceptual Framework	32
Figure 2: Age Bracket of the Respondents	47



ABBREVIATIONS/ACRONYMS

CBK	Central Bank of Kenya
HRM	Human Resource Management
KCB	Kenya Commercial Bank Limited
NACOSTI	National Commission for Science Technology and Innovation
NBK	National Bank of Kenya Limited
MKU	Mount Kenya University
SPSS	Statistical Software for Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The performance of employees holds significant importance for the viability and overall continuity of an institution such as a Bank. An organization can experience growth in its customer base and revenue generation through exceptional employee performance (Slavković, Pavlović & Simić, 2018). Additionally, improved employee performance within the organization leads to the provision of high-quality customer services. Research conducted in the Kingdom of Bahrain by Aldose and Almaamari (2020) revealed that the staff's enhanced performance directly correlates with the quantity and quality of their output. The current organizational emphasis rests on enhancing customer service excellence, which has consequently brought heightened attention to staff performance (Giorgi *et al.*, 2019). According to Abbas, Saud, Usman, and Ekowati (2020) employee performance becomes evident in how effectively employees fulfill their duties and obligations in alignment with the organization's objectives.

Recruitment is a fundamental function in an organization's Human Resources Management (HRM) Department. Its goal is to attract more qualified candidates for potential employment (Pattanayak, 2020). This process includes various elements, including human resource planning, job design, job description, and job analysis. The adoption of effective recruitment methods by organizations will increase their ability to recruit competent employees with the necessary skills, thereby helping them master their roles (Acikgoz, 2019). It is the responsibility of the human resources department to maintain consistent compliance with established recruitment practices to ensure consistency. West *et al.*, (2019)

emphasize that the effectiveness of recruitment activities depends on generating a large number of candidates.

As the foundation of HRM activities, recruitment activities contribute significantly to the overall performance of employees in the company (Fitri, Handaru & Yohana, 2021). Negligence in these practices can hinder the achievement of organizational goals, which in turn negatively affects employee performance. To achieve the set goals, it is imperative to attract and retain highly qualified employees (Ismail, Majid, & Joarder, 2021). The process of hiring qualified personnel is critical to building an effective workforce that helps employees effectively pursue organizational goals. The correlation between recruitment and employee retention practices, as an important performance measure, is highlighted in a study by Cooray (2021) conducted in Sri Lanka. In contrast, research conducted by Rahmany (2018) in Pakistan demonstrates that recruitment practices based on unethical practices, such as corruption and nepotism, can create an unethical workforce, ultimately harming overall performance. Among the many challenges related to employee performance, inappropriate recruitment methods are considered as an important factor in reducing the quality of services provided to customers (Pattanayak, 2020). Competent hiring practices play an important role in HRM and their poor management can significantly hinder employees from carrying out their responsibilities (Hossain, 2018). Well-done job analysis, an essential element of recruitment practice, is, as emphasized by Birhane (2021) helps develop individual specifications and accurate job descriptions, thereby ensuring that the right candidates are selected for the success of the organization.

In order to attract quality job seekers throughout the recruiting process, a business has to identify its recruitment sources, which may be either internal or external, as stated by Kollitz, Ruhle, and Süß (2019). As Dewin and Gabriel (2019) point out, a recommended

approach is for organizations to combine both internal and external recruitment sources to enhance the likelihood of securing qualified candidates for vacant positions.

1.1.1 Internal Recruitment Practices

Internal recruitment encompasses the practice of filling job openings from within the organization, often through methods such as promotions, job transfers, or rehiring. Effective internal recruitment strategies require organizations to conduct thorough evaluations of their staff over an extended period to assess their potential and suitability for specific roles (Shanker, 2019). Internal recruitment holds significance because it facilitates the company's growth while reducing the expenses associated with the hiring process. Additionally, it motivates employees, as they strive to advance within the organization, fostering a sense of responsibility and loyalty. This approach also elevates employee morale and contributes to lower staff turnover rates. Whenever a vacancy arises, the organization should prioritize internal applicants who are already part of the workforce (Mukwa & Nabiswa, 2017).

Internal recruitment offers several advantages to organizations, including cost savings, increased motivation, and familiarity with existing staff members. It primarily draws from the organization's existing talent pool to fill vacant positions, which reduces the time and effort expended on the selection and onboarding processes during recruitment (Anand, et, al., 2018). Clearly defined promotional opportunities signal to employees that there are prospects for advancement within the company, diminishing the need for self-achievement. Moreover, internal recruitment is beneficial because the organization already has a track record with the employee (Ahmed, Hamza & Wang, 2019). However, it's essential to acknowledge that internal recruitment also comes with certain drawbacks. Inbreeding is a limitation that may stifle creativity and innovation among employees (Pendola & Fuller,

2021). It can also pose challenges related to equal employment opportunity (EEO), necessitating consideration of workforce diversity. Furthermore, additional training may be required during internal recruitment to develop the necessary skills (Alfadli & Javed, 2021). In synthesizing existing research on recruitment practices across various regions and sectors, several key themes emerge. A study in Indonesia by Basalamah et al. (2020) highlighted the importance of attracting well-qualified applicants for organizational goals. Similarly, Håkansson and Nilsson's 2019 research in Sweden identified formal and informal types of recruitment. In Saudi Arabia, Bakhawain and Javed (2021) found that effective recruitment positively influences employee motivation and overall job performance.

African studies also contribute significant insights. Otoo et al. (2018) in Ghana emphasized the importance of prompt communication and vacancy identification in recruitment. Gode's 2019 research in Ethiopia suggested a positive correlation between recruitment practices and organizational effectiveness. In Nigeria, Clifford and Nwaeke (2020) found a strong positive association between recruitment strategies and organizational performance.

Kenyan research further enriches this picture. Tsuma (2017) observed the growing role of e-recruitment strategies, such as the use of social networks and corporate websites, in retaining employees. Mukwa and Nabiswa (2017) assessed recruitment in public universities and found a formal policy guiding both internal and external hiring procedures. Okongo (2018) concluded that recruitment methods significantly impact organizational performance, recommending an enhancement of current policies. Bula and Muriithi (2018) in the hospitality industry emphasized the need for thorough job analysis before hiring, while Koech et al. (2020) showed the direct effect of recruitment practices on job satisfaction.

Taken together, these studies underscore the critical role that sound recruitment practices play in various facets of organizational health, from employee motivation and performance to job satisfaction and retention. Therefore, HR departments are advised to refine and implement comprehensive recruitment policies that take into account the multifaceted impacts observed in the literature.

1.1.2 Profile of National Bank of Kenya Limited

The National Bank of Kenya Limited (NBK), also referred to as National Bank, is a commercial bank that was incorporated in 1968 as a wholly owned government financial institution. The government has, however relinquished its shareholding in the bank over the years. In June 2019, NBK conducted voluntary retrenchment of 112 employees; of the employees who took up the offer were from the management level, clerical staff, and contract employees. In September 2019, the NBK became a wholly-owned subsidiary of Kenya Commercial Bank Limited (KCB). However, NBK is a separate and legal entity apart from KCB its parent company and has independent liabilities, taxation, and governance (Juster, 2022). The National Bank of Kenya owns three Nairobi subsidiaries, namely, Natbank Trustee and Investment Services Limited, Kenya National Capital Corporation Limited, and NBK Insurance Agency Limited. The Board of Directors is appointed by KCB (Wikipedia).

The National Bank is headquartered at the National Bank Building on Harambee Avenue, Nairobi County. The bank has branches in Nairobi, Kiambu, Nyeri, Nakuru, Embu, Meru, Mombasa, Kilifi and Malindi Counties. The bank offers banking services such as savings, loans, insurance, investment, credit and debit cards, digital banking, and a diaspora desk, for individuals, businesses, and corporates. According to the National Bank of Kenya's

website, the bank intends to attract employees who have the capacity and commitment to deliver quality services. The bank promises its employees continuous support, learning, training, development and rewards. Noteworthy is that the bank recognizes that the achievement of individual employees' professional goals, objectives and aspirations translates to the achievement of the banks objectives (NBK online).

1.2 Statement of the Problem

According to Top Recruitment Stats (2023), on statistics of how internal recruitment affects employee performance, 36% of organizations rely on internal hiring. Internal hiring is six times more effective than all other hiring sources. Internal hires retain organizational knowledge and adjust to their new positions quickly. In 2013, 26% of positions were filled internally.

The Kenyan banking industry has encountered several obstacles over time. These challenges encompass heightened competition, amplified government oversight, and the rapid technological advancement, particularly in mobile banking services. With banks experiencing rapid expansion, greater environmental unpredictability, intensified competition, a shortage of skilled labor, and the subsequent rise in employee turnover and replacement costs, commercial banks in Kenya have been compelled to engage in fierce competition to attract top-notch talent. The adoption of strategic management by commercial banks in Kenya has sparked considerable interest in examining the impact of specific Human Resource Management (HRM) strategies on employee performance. Numerous investigations have demonstrated a positive correlation between HRM practices and employee performance. For instance, in a study conducted by Bakhawain and Javed (2021) in Saudi Arabia, a significant connection was established between recruitment and selection practices and employee performance. Similarly, Gode (2019) conducted an

evaluation of recruitment and selection procedures and their influence on organizational performance at United Bank in Ethiopia, finding that these practices exert a substantial impact on organizational performance. In examining the influence of recruitment and selection on employee performance, various studies from different countries offer valuable perspectives. Dewin and Gabriel's 2019 research in Zambia specifically analyzed the impact on the workforce at Zambia Electricity Supply Company (ZESCO), concluding that recruitment and selection are pivotal factors in determining employee effectiveness. Meanwhile, a 2017 study by Tsuma investigated the ramifications of e-recruitment methods on staff retention within multinational corporations in Kenya. Additionally, Mukwa and Nabiswa's 2017 analysis scrutinized the recruitment strategies at Masinde Muliro University in Kenya, highlighting the existence of both internal and external hiring procedures guided by a formal policy. In summary, these findings suggest that both traditional and electronic recruitment and selection methods have notable impacts on employee performance and retention across different sectors and geographies. Importantly, the presence of structured policies often shapes the effectiveness of these practices.

The studies mentioned earlier have certain limitations because they were carried out in countries such as Ethiopia, Zambia and Saudi Arabia, not in Kenya. Additionally, some of these studies looked at recruitment and selection practices as a combined entity without individual scrutiny. Furthermore, some studies focused on the performance of organizations as a whole rather than the performance of their employees. These studies were conducted in various settings, like utility companies, education sector and not specifically within the context of banking sector. These differences have led to gaps in terms of context, concepts, and research methods. To address these gaps, the present study aimed to investigate how internal recruitment affects the performance of employees in the National Bank of Kenya.

1.3 Purpose of the Study

The purpose of this study was to assess the effect of internal recruitment practices on employee performance in the National Bank of Kenya.

1.4 specific objectives of the study

The study was guided by the following specific objectives;

- i. To assess the effect of promotion practices on employee performance in the National Bank of Kenya.
- ii. To determine the effect of transfers practices on employee performance in the National Bank of Kenya.
- iii. To examine the effect of recall/re-employment on employee performance in the National Bank of Kenya.
- iv. To determine the effect of job bidding on employee performance in the National Bank of Kenya.

1.5 Research Questions

The study sought answers to the following research questions;

- i. What is the effect of promotion practices on employee performance in the National Bank of Kenya?
- ii. What is the effect of transfer practices on employee performance in the National Bank of Kenya?
- iii. What is the effect of recall/re-employment practices on employee performance in the National Bank of Kenya?
- iv. What is the effect of job bidding practices on employee performance in the National Bank of Kenya?

1.6 Significance of the Study

This study may be important to the National Bank of Kenya since it seeks to establish the effect of internal recruitment on employee performance and document them for future reference. This research will enable the bank to establish a talent base for future internal recruitment.

Upon conclusion of this study, the information on the findings and recommendations can be used by the banking sector to help improve internal recruitment for improved employee performance.

This research is of importance to employees as it can help them to gauge the impact of internal recruitment on their performance, work output, skills development and loyalty. This research will empower employees to seek upgrading and skills development for future internal recruitment. Employees can use the findings and recommendations to gauge their career progression in the banking sector.

This study seeks to establish and bridge the data gaps pertaining to internal recruitment and employee performance in the banking sector.

This research was conducted systematically and scientifically and it can therefore form the basis for other researchers to expound on this topic and for further research on the influence of seniority in internal recruitment.

1.7 Scope of the Study

The researcher conducted the study on the National Bank of Kenya Limited (NBK) as a representative of the organizations. The NBK is headquartered at the National Bank Building on Harambee Avenue, Nairobi. The Bank has Branches in Nairobi, Kiambu, Nyeri, Nakuru, Embu, Meru, Mombasa, Kilifi and Malindi Counties. The target population was the entire staff population of the NBK which is too expansive. The sample population

was, therefore, four strategically placed NBK Branches in Nairobi County, namely Harambee Avenue Branch, Kenyatta Avenue Branch, Hill Plaza Branch, and Wilson Airport Branch. The researcher had purposefully chosen the NBK as a representative of the banking sector in Kenya since it is one of the oldest and most well-known banks in Kenya. The staff population at the NBK was determined through its human resource management database. The researcher therefore collected data from the diverse range of respondents that have relevance to the research problem and analyze it in order to test the conceptual framework created.

The administering of the questionnaires was done in two weeks and the analysis of the data took one week.

1.8 Study Limitations

The research may be limited by information gaps on the banks' internal recruitment process.

The research may be limited by organizational bureaucracy and confidentiality policies.

There may be a lack of participation or cooperation from respondents or failure to return the questionnaires in good time.

In order to overcome the possible limitations, the researcher sought proper accreditation from Mount Kenya University. The researcher presented formal consent letters for the respondents to sign, which emphasized the confidentiality of the data collected. Divulging personal details on questionnaires was minimal and generic.

1.9 Delimitations

The research was delimited to the staff at the National Bank of Kenya Limited (NBK) that has its head office on Harambee Avenue, Nairobi County, and with Branches countrywide, as a representative of the banking sector in Kenya. The research is further delimited to four

strategically placed NBK Branches in Nairobi County as representative of the target population which is too expansive. The research was conducted scientifically and systematically.

1.10 Assumptions of the Study

- The researcher assumed that the National Bank conducts internal recruitment regularly and keeps up-to-date records.
- The researcher also assumed that the NBK's human resource management keeps comprehensive records of employee performance; and
- That the respondents were willing and cooperative in participating in the study.



1.11 Operational Definition of Terms

Career Progression: refers to the steps an employee takes to improve in their career in terms of designation, compensation and skills.

Employee Performance: refers to the measure of how well a worker accomplishes the duties and responsibilities attached to their job description.

Employer Performance Appraisal: refers to the process whereby management measures and evaluates employee job performance and provides feedback.

Internal recruitment: HR policy that gives preference to promoting from within rather than advertising outside for new posts.

Loyalty: is strong support or allegiance that an employee has for an organization.

Motivation: means the steps taken to get an employee started on, and still going strong with, goal-oriented behavior.

Subsidiary Company: company that is owned by another as a parent company or holding company by above 50% stocks. A wholly owned subsidiary is owned at 100% stocks. The subsidiary is an independent legal entity.

Succession Management: refers to the process of identifying, selecting and developing key employees to take future positions in an organization.

Training: refers to the acquisition of knowledge, skills and competencies through learning.

Work Conditions: refer to the circumstances under which work is done such as the environment, work hours and responsibilities.

Promotion Practices: These are practices which encompass the procedures, criteria, and standards employed to assess employee performance and potential, ultimately determining their eligibility for higher positions.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains the empirical literature, a review of theoretical literature/theoretical framework, a conceptual/theoretical framework, and a recap of the literature review.

2.1 Empirical Literature

Empirical literature review refers to evaluating existing relevant literature and putting it alongside the current research being undertaken. This section provides background knowledge of this research's questions and objectives to identify the gaps to be addressed. The researcher, therefore, reviews secondary data on internal recruitment and its various methods and also on employee performance in order to do a comprehensive study of the research proposal from various trusted sources to establish the historical information, theories, and similar research done.

2.1.1 Employee Performance

Employee performance serves as a critical benchmark for evaluating an employee's capacity to meet performance requirements, thereby ensuring organizational success and competitiveness (Badrianto & Ekhsan, 2020). The multifaceted nature of performance measurement includes assessing various factors such as the quantity and quality of work, and the efficiency with which tasks are completed against predetermined benchmarks.

These measurements are not only vital for assessing individual contributions but also for identifying areas that need improvement, thereby fostering overall organizational growth.

One of the primary methods of enhancing employee performance is through performance evaluation systems. These systems often incorporate various tools such as 360-degree feedback, visual rating scales, and balanced scorecards. 360-degree feedback, for instance, involves collecting performance assessments from an employee's supervisors, peers, subordinates, and sometimes, clients. This comprehensive feedback mechanism provides a holistic view of an employee's performance, highlighting strengths and areas for improvement from multiple perspectives (Saffar & Obeidat, 2020). Visual rating scales offer a straightforward method for evaluating performance against set criteria, making it easier for managers to identify high and low performers at a glance. Balanced scorecards, on the other hand, integrate financial and non-financial performance measures, linking employee performance directly to organizational strategic objectives. By using these tools, companies can ensure a fair and thorough evaluation process, motivating employees to align their personal goals with the company's objectives.

Performance measurement methodologies are not only crucial for evaluating current performance but also play a significant role in employee retention. Employees who perceive the evaluation process as fair and constructive are more likely to stay committed to the company. Fair evaluations contribute to a sense of job satisfaction and loyalty, as employees feel valued and recognized for their contributions. Conversely, a lack of proper performance evaluation can lead to dissatisfaction, decreased motivation, and higher turnover rates. Therefore, implementing effective performance measurement systems is essential for maintaining a stable and committed workforce (Saffar & Obeidat, 2020).

Moreover, performance measurement is intrinsically linked to various organizational factors, including output, work happiness, service efficiency, and customer satisfaction. These factors are interdependent and collectively contribute to the overall performance of the organization. For instance, high levels of work happiness can lead to increased productivity and better service efficiency, which in turn enhances customer satisfaction. Satisfied customers are more likely to remain loyal and recommend the company to others, thereby driving business growth and sustainability. Therefore, it is imperative for organizations to continuously monitor and improve employee performance to ensure that these interconnected factors are optimized.

In this context, reward and welfare systems play a pivotal role. Effective reward systems, which may include financial incentives, recognition programs, and career development opportunities, can significantly enhance employee motivation and performance. When employees see a direct link between their performance and rewards, they are more likely to strive for higher standards. Similarly, comprehensive welfare systems that address employee well-being, including health benefits, work-life balance initiatives, and a supportive work environment, can boost morale and productivity. By aligning performance indicators with reward and welfare systems, companies can create a positive and motivating work culture that promotes high performance (Saffar & Obeidat, 2020).

The policies and culture of a firm also have a profound impact on employee performance. A culture that fosters continuous improvement, innovation, and collaboration can drive employees to perform at their best. Organizational policies that support transparent communication, provide clear performance expectations, and offer opportunities for professional growth are essential for sustaining high performance levels. In contrast, rigid and outdated policies can stifle creativity and hinder performance. Therefore, it is crucial

for companies to regularly review and update their policies and culture to ensure they are conducive to high performance and aligned with the company's strategic goals.

2.1.2 Promotion Practices and Employee Performance

Promotion in an organization occurs when an employee is elevated to a higher position, often accompanied by an increase in salary. This advancement typically involves existing members of the workforce (Dosumu *et al.*, 2021). Promotions can encompass various aspects, such as shifting employees to higher roles, increasing their pay, raising their status, or improving their facilities. Generally, organizations tend to fill higher-level vacancies by promoting employees they believe are qualified for the position. These promotions are based on the skills employees have developed through their daily responsibilities within the organization (Qalati *et al.*, 2022).

Promotions hold significance as they serve as a form of recognition for an employee's past performance within the organization. Most companies may only consider promoting employees after they have spent a substantial amount of time, typically around three years, and have demonstrated exceptional performance while acquiring relevant skills (Karim, Bhuiyan, Nath & Latif, 2021). It falls upon the managers within the organization to ensure that employees have a clear sense of purpose and establish new working practices that align with the company's values. Trust between managers and their teams is a critical factor that facilitates employee promotion. Trust influences a manager's willingness to delegate responsibilities, fostering team growth and improving employee performance (Akumtalibey, 2019). Additionally, trust is demonstrated when managers are willing to cede control of decision-making processes after task delegation, which in turn affects employee morale and enhances overall performance (Fattaah, Singh & Darwish, 2020).

Promotion within an organization serves as a means to transition employees from lower-tier positions to higher ones, often accompanied by increased compensation and a broadening of their job responsibilities. Essentially, promotion signifies the elevation of an employee's standing within the organizational hierarchy. It can manifest as a shift in an employee's role within the organization's structure (Al-Khasawneh, Malkawi & AlGarni, 2018). Typically, promotion entails assuming new job titles, assuming greater responsibilities, and receiving a salary boost. Additionally, it may encompass the expansion of benefits and an increase in managerial authority over other staff members within the organization. Seen as an opportunity to advance into roles characterized by more challenges, heightened responsibilities, and greater authority than their previous positions, promotion also fosters a sense of enhanced self-worth and elevated status among employees, motivating them to deliver improved performance (Mgimba, 2019).

Research conducted in 2022 by Mwamwala et al. examined the role of job promotions in enhancing the performance of employees within Tanzanian City Councils. Utilizing exploratory research methodologies, the study found a notable positive correlation between the frequency of promotions and the overall effectiveness of the council staff. In summary, the study underscores the importance of promotional opportunities in positively influencing employee performance in Tanzanian municipal settings. Specifically, job promotions were found to enhance staff productivity, efficiency, and their interpersonal relationships. Additionally, the study revealed that job promotions had a positive influence on the individual performance of county council employees. Moreover, the results indicated that employees were generally aware of promotion procedures but suggested the need for increased awareness. Furthermore, the findings highlighted those promotions had a beneficial impact on both individual and organizational performance, contributing to

increased motivation, performance levels, work relations, and remuneration. However, it was also noted that a lack of adherence to promotion practices had adverse effects on both employees and organizational performance, as well as work relations.

In a study conducted by Tadesse (2017), an explanatory research design was used to evaluate the relationship between promotion practices and job satisfaction among employees of Dashen Bank S.C. in Ethiopia. Employing a mixed-method sampling strategy that combined convenience and random selection, the study included a sample of 330 bank employees. The findings demonstrated a significant relationship between promotion policies and expectations on one hand, and job satisfaction and overall employee performance on the other (Tadesse, 2017).

In a 2018 study, Noor and Silitonga analyzed the link between employee promotions and performance metrics at Pt. Harapan Mulia Berkah in the Tangerang region. Using a descriptive research design with a focus on a sample of 93 employees, the research employed both descriptive and inferential statistical analyses. Their findings highlighted the important influence of promotional opportunities on both organizational commitment and overall performance (Noor & Silitonga, 2018).

Separately, Rinny et al. (2020) conducted a quantitative investigation into the impact of job promotions on staff at Mercubuana University in Indonesia. The study relied on convenience sampling and used questionnaires to gather data from university employees. The study concluded that promotion practices exerted a meaningful impact on both employee satisfaction and overall performance metrics (Rinny, Purba, & Handiman, 2020).

In a study conducted in Kenya, Ligare et al., (2020) employed a survey research design along with descriptive and inferential statistical methods to explore the impact of job promotions on the performance of administrative police officers in Bungoma County. The

research involved a sample of 384 administrative police officers selected from a total of 1318 through a combination of simple random sampling, stratified random sampling, and systematic random sampling techniques. Their findings demonstrated a statistically significant positive correlation between job promotions and the performance of administrative police officers within Bungoma County.

In a related study, Ratemo et al. (2021) employed survey research methods, along with both descriptive and inferential statistical analyses, to examine the relationship between promotion policies and employee effectiveness at the Kenya Forestry Research Institute located in Muguga. The study's sample was drawn from a population of 178 employees and consisted of 121 participants, selected through a stratified random sampling technique. The research findings indicated a significant influence of promotion practices on employee performance within the institution (Ratemo et al., 2021).

2.1.3 Transfer Practices and Employee Performance

Transfer Practices refer to the policies and procedures an organization uses to move employees from one position, department, or location to another within the company. These practices aim to meet organizational needs, employee career development goals, and operational efficiency by ensuring smooth transitions and maintaining continuity in operations. This internal recruitment practice involves reassigning an existing employee to a different location or role within the same company, without an increase in their responsibilities or job position. Throughout the transfer process, the employee's salary remains unchanged. Essentially, a transfer entails switching the job responsibilities and duties of employees from one area to another, such as moving from one department to another (Siew-Chen & Vinayan (2016). Therefore, transfer can be described as relocating

or rotating an employee within the same job classification or salary range, often to a different department or work location that is related.

A lateral shift, known as a transfer, involves the relocation of individuals from one position to another. According to Lee (2018) transfers occur when the demand for employees in a particular job or department either decreases or increases. In cases where the workload decreases, employees may seek opportunities to move to other areas where they can find more tasks to perform. This process involves the internal recruitment of employees, as they shift from one workplace to another. It encompasses the exchange of job responsibilities and duties among employees, whether it be from one location to another or from one department to another, without any change in their job title or rank. This practice serves as a valuable means of obtaining skilled employees from departments that may be overstaffed, as noted by Muslichah and Achmadi (2021).

Transfer plays a crucial role in equipping employees with a diverse skill set required for the firm's sustainability (Gope, Elia & Passiante, 2018). Transfers manifest in various forms, including production and corrective transfers, along with disciplinary transfers. Production transfers occur when exceptionally high-performing employees are relocated to other departments to elevate performance levels in those new areas, facilitating balanced growth within the company (Mohamed, 2018). Corrective transfers, on the other hand, aim to rectify misplacements of employees within an organization. Additionally, transfers can be employed as a disciplinary measure, especially following employee errors. These transfers can be either lateral or horizontal, enabling employees to move between different departments or sections (De-Roo & Newman, 2021).

To ensure fairness and consistency in the transfer process, organizations should establish well-defined transfer policies. Implementing employee transfers is essential for mitigating

office politics within an organization, as it optimizes the utilization of employee training and talents (Pendola & Fuller, 2021). This practice fosters adaptability and resourcefulness among employees. Human resource managers should execute transfers systematically to minimize the risk of allegations of favoritism and discrimination. A transparent transfer policy is crucial because, without it, superiors might relocate their subordinates arbitrarily, leading to employee frustration (Gode, 2019).

In a recent study, Shaheen and Mir (2022) investigated the effects of job transfers on the job satisfaction levels among paramedic staff in two district hospitals in the Kashmir division of Jammu and Kashmir, India. Utilizing a cross-sectional survey method, questionnaires were distributed to a sample of 200 paramedics, achieving a response rate of 78.5%. Statistical analysis was conducted using SPSS 24 and AMOS 24 software tools. The study provides important insights into the relationship between job transfers and job satisfaction within the healthcare sector (Shaheen & Mir, 2022). The study's findings indicated a positive influence of job transfers on both intrinsic and extrinsic job satisfaction among employees. The results underscored the effectiveness of job transfers as a means of providing training to employees and harnessing their full potential, ultimately leading to increased employee job satisfaction.

Hassan (2016) focused on exploring the impact of employee transfers on the performance of secondary schools in the South District of Zanzibar, serving as a case study. The research involved gathering data through questionnaires and subsequently employing a combination of statistical and descriptive analysis methods. The findings revealed that employee transfers had discernible effects on various aspects of the educational system, including the teaching and learning processes, school administration, employee efficiency,

and competency, all of which ultimately influenced student performance. Consequently, the South District emerged as an area characterized by notably poor school performance.

2.1.4 Recall/Re-Employment and Employee Performance

This recruitment practice involves rehiring former employees of an organization to address staffing gaps. It becomes necessary when the company faces difficulty in finding qualified candidates suitable for a specific role. Typically, this occurs when a retired employee is brought back temporarily to fill a particular position, as illustrated by Karim et al. (2021). Recall is also a common practice during crises or sudden vacancies in critical organizational roles, such as the case of Safaricom Ltd following the passing of its former CEO. One advantage of rehiring former employees lies in their familiarity with the organization's culture and operational procedures, as pointed out by Timmis (2018). The primary motivation behind re-employment is the potential for retaining valuable talent. Research has suggested that re-hiring former employees can lead to higher levels of job satisfaction and motivation, as these individuals often have a pre-established understanding of the organizational culture and job requirements. Their return to the organization can result in reduced onboarding and training costs, contributing to increased productivity (Liu & Yu, 2018).

The effect of re-employment on employee performance is not universally positive. The extent to which re-hired employees perform well may depend on the alignment between their skills, experience, and the nature of the job. A poor fit can lead to reduced performance and job dissatisfaction (Lazarova et al., 2019). Organizational practices play a pivotal role in shaping the effect of re-employment on employee performance. Companies that have well-defined re-employment policies and structured programs for integrating re-

hired employees are more likely to reap the benefits of enhanced performance (Knights et al., 2020).

The characteristics and experiences of re-hired employees also influence their performance. Factors such as the reasons for leaving the organization in the first place, their career aspirations, and their adaptability to change can impact their job performance upon re-employment (Liu, Yu, Guo & Li, 2022).

2.1.5 Job Bidding and Employee Performance

Job Bidding is an internal recruitment process in which current employees are given the opportunity to apply for open positions within the organization before these positions are made available to external candidates. This process encourages internal mobility and allows employees to express their interest in advancing their careers within the company. Job bidding has become an increasingly prevalent recruitment strategy, offering an equitable platform for all current employees within an organization to apply for open positions (Zafar & Mohammad, 2021). This practice involves the dissemination of vacancy announcements through internal channels such as bulletin boards or digital lists, which are accessible to all employees. Staff members who meet the qualifications for the vacant role can then apply. Not only does this method foster internal mobility and fairness, but it also serves as a cost-effective approach to recruitment (Mukwa & Nabiswa, 2017).

Job bidding proves to be more effective when integrated into a career advancement initiative, ensuring that employees are informed about internal opportunities (Williams, McDonald & Mayes, 2021). For instance, Human Resource Departments can furnish new hires with materials detailing career progression, outlining job advancement pathways, specifying training prerequisites for each role, and identifying the requisite skills and competencies as they progress upward (Berman, Bowman, West & Van Wart, 2021). This

approach to recruitment becomes essential when there is an abundance of applicants vying for a limited number of job positions. Alternatively, in another scenario of job bidding, applicants must submit their salary or compensation package proposals along with their job applications. Depending on the submitted bids, employers can then select the final candidates or invite the top bidders for further evaluation during the recruitment and selection process (Berman et al., 2021).

The job bidding system offers numerous advantages to organizations, but these benefits remain unrealized unless employees perceive it as an equitable process. Bashi (2022) emphasize that job bidding is most effective when incorporated into a career development framework that raises employees' awareness of the available opportunities within the organization. According to Marchington (2015), this bidding process minimizes common employee grievances often heard in many organizations where insiders are unaware of job openings until they are already filled. This transparent approach, highly valued by most employees, enhances their performance. Organizations that provide freedom of choice and promote career development gain a distinct advantage by motivating employees to excel in their roles (Bashi, 2022).

The practice of internal job bidding offers benefits for both employees and employers. For employees, it enables greater autonomy in shaping their career paths, while for employers, it facilitates improved job-employee alignments and supports equal advancement opportunities across the workforce (Akumtalibey, 2019). The procedure typically involves circulating vacancy announcements internally, allowing staff with the requisite skills, abilities, and competencies to submit applications. The ultimate goal of this recruitment strategy is to motivate employees to pursue in-house promotions and transfers, thereby

assisting human resource departments in filling roles in a manner that aligns with individual employee goals (Mgimba, 2019).

2.2 Theoretical Literature

Theoretical literature helped the researcher identify existing theories concerning the research problem. The theoretical literature helped place this research in the context of existing knowledge and gave it credence. Cattell's 16PF Trait Theory, Expectancy theory and Equity Theory underpinned this study.

2.2.1 Cattell's 16PF Trait Theory

According to McLeod's (2014), Eysenck's perspective on personality differed significantly from that of Cattell. This distinction arises from Eysenck's argument that personality can be comprehended by focusing on either two or three dimensions of behavior. In contrast, Cattell contended that it was essential to emphasize a broader array of traits to gain a comprehensive understanding of an individual's personality. Eysenck's theory primarily drew from responses obtained from individuals in hospital settings, whereas Cattell's theory was formulated through the collection of data from a diverse range of individuals using three different data sources. These data sources used by Cattell include L-data (life data records like work absenteeism and school grades), Q-data (questionnaires designed to assess an individual's personality), and T-data (data obtained from objective tests intended to extract information about personality constructs) as outlined by McLeod in 2014. Cattell employed factor analysis to examine both the Q-data and the T-data, a mathematical technique that enabled him to identify sixteen common personality traits shared by all individuals.

Furthermore, Cattell was successful in distinguishing between surface and source characteristics. Surface characteristics are more apparent to others and readily observable,

while source characteristics are less conspicuous to external observers and encompass a range of behavioral factors. According to Cattell's perspective, source characteristics are more crucial in describing personality compared to surface characteristics. This assertion holds merit since source characteristics allow organizations to acquire background information about potential personnel from their previous department or workstation from the same companies. Moreover, it enables organizations to analyze their employees' past behaviors in prior work stations/department making it a valuable tool for personnel promotion or re-employment.

2.2.2 Expectancy Theory

The Expectancy theory of Performance Management, originally formulated by Victor Vroom in 1965, posits that individuals exhibit specific behaviors because they are driven by the anticipation of desirable outcomes associated with those behaviors. This theory finds practical application across various types of organizations, particularly in managing employment relationships, with a primary focus on monitoring employee performance (Olannye & Aliku, 2022). Expectancy theory's implementation extends to organizational processes like employee recruitment, where it aids in identifying the motivating factors that influence individuals to join an organization based on their needs, goals, and past experiences.

Furthermore, this theory is employed in assessing employee performance alignment with organizational objectives (Morgan, 2020). Additionally, it serves as a tool for identifying the factors that motivate individual employees within an organization. Specifically, in the context of employee recruitment and selection, the theory assists in discerning the motivators that prompt individuals to join an organization, considering their unique expectations.

In the assessment of organizational performance, the theory plays a role in interpreting employees' specific behaviors by taking into account their individual expectancy calculations. It is important to note that expectancy theory also acknowledges that different individuals have varying expectations from their organizations, spanning from salary considerations to job security and opportunities for promotion (Shields et al., 2015).

Expectancy theory offers several advantages over other theories. For instance, it facilitates the identification of self-motivated individuals within an organization who are willing to perform at their best. These employees can attain maximum job satisfaction when provided with the appropriate motivators. Hence, the theory aids in understanding individual psychologies and recognizing the motivators that guide individuals' choices based on their specific expectations (Ramlall, 2004). Furthermore, it centers on people's expectations and the organization's perceptions of their corresponding behavior, promoting awareness among individual employees about organizational behavior and the resulting expectations. Simultaneously, organizations can utilize this theory to gauge the actual performance of their employees, assisting them in retaining valuable personnel who align with their firm's objectives by recognizing their intrinsic and extrinsic motivators (Morgan, 2020).

Despite its merits, Expectancy theory faces criticism for its idealistic nature. It relies on attributes such as motivation, employee effort, and the value of rewards for performance measurement, which can be challenging to measure accurately. Consequently, managers often find it necessary to integrate additional performance measurement theories alongside Expectancy theory to effectively assess and monitor individual performances (Parijat & Bagga, 2014). Additionally, the theory's hypothetical assumption that individuals are consistently rational and logical in calculating these variables does not always align with real-world scenarios, as it fails to provide specific solutions to distinct motivational issues.

Furthermore, the involvement of multiple variables complicates the theory, making it challenging to test and implement, and the cumulative impact of more than one motivator on employee performance remains challenging to calculate accurately (Shermerhorn, 2002).

According to Robbins and Judge (2013), expectancy theory is more appropriate than other theories, such as goal-setting theory, for organizations that possess a well-established infrastructure. In this context, "infrastructure" refers to the mechanisms in place for measuring employee efforts, outcomes, and rewards. However, it's worth noting that this theory may not be as effective in organizations lacking such infrastructure.

This theory is relevant to our study because it suggests that individuals exhibit specific behaviors based on the motivation they receive from the anticipated outcomes of those behaviors. When an individual's performance aligns with the organization's expectations for achieving future goals, it leads to improved organizational performance. Therefore, the key motivating factor for individuals to choose one behavior over another is their expectancy of the outcome associated with that behavior. This expectancy pertains to the anticipated impact of the chosen behavior. Consequently, this theory aids organizations in assessing whether they possess the necessary skill set to execute tasks accurately.

2.2.3 Equity Theory

This study was grounded in the principles of equity theory, initially formulated by John Adams in 1963. Equity theory posits that an individual's performance in the workplace is closely tied to their level of intrinsic motivation, as highlighted by Martin and Peterson (2017). Consequently, it is advisable for organizations to incorporate equity theory principles to retain their employees. In typical scenarios, individuals tend to value fair treatment relative to their assigned tasks. Consequently, motivated employees exhibit

improved efficiency, primarily because the establishment of equitable structures in the workplace is based on the input and output ratio (Pritchard, 2019).

In a workplace context, employees perceive the promotion process as equitable when the ratio of their input matches the output of those who have been promoted. Hence, organizations should assess individuals' experiences before promoting them, as this can impact the performance of other staff members who may view the promotion process as unfair. If organizational staff members perceive that some of their colleagues receive intrinsic motivation despite making equal contributions to overall organizational performance, it can lead to staff dissatisfaction and lower morale, subsequently affecting their task performance. Consequently, this can have negative repercussions on organizational performance, leading to decreased staff efficiency or effectiveness (Van, 2014).

Advancing employees based on their skills and performance outcomes can positively impact an organization's overall effectiveness. Such an approach minimizes the risk of burnout among high-performing staff by creating a sense that the organization values their contributions, thereby encouraging them to aim for higher performance levels to secure additional rewards (Ross & Kapitan, 2018). Employees who sense an absence of fairness in the workplace may respond by either looking for more rewarding employment options outside the organization or diminishing their work effort. In the context of the current study on NBK, the equity theory serves as a framework to understand the influence of promotion policies on employee performance. Ensuring that promotions at NBK are conducted transparently and equitably in terms of task assignment, role elevation, and skill development can stimulate staff to enhance their overall output. Employees content with

the organization's promotion criteria are likely to improve their work efficiency, productivity, and adherence to deadlines.

2.3 Conceptual Framework.

In conceptual frameworks, the relationships between dependent and independent variables are elucidated through specified parameters and metrics. In the context of the National Bank of Kenya, employee performance serves as the dependent variable, influenced by various independent variables. These independent variables include policies on promotions, transfers, re-employment, and internal job bidding procedures. This setup aimed to delineate how these employment practices collectively or individually affect the performance outcomes of employees.



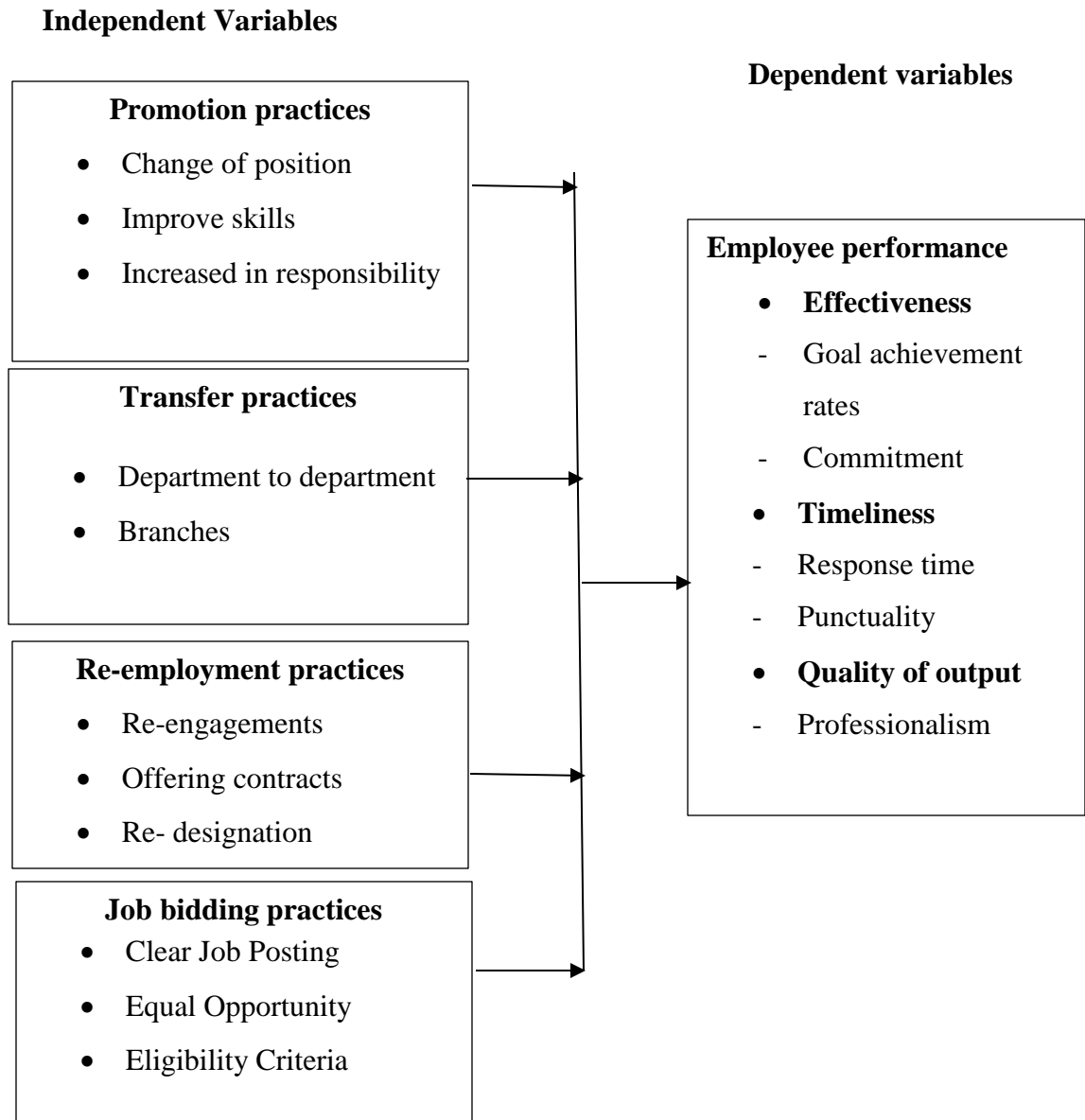


Figure 1: Conceptual Framework

Source: Researcher (2024)

2.4 Recap of Literature Review

Research indicated that a business strategy is greatly influenced by both internal and external forces and the caliber of employees hired will determine productivity, profit, and competitive advantage for the organization. An organization will, therefore, have to make strategic business decisions that are cost-effective and sustainable such as internal recruitment. Talent management and skills development of employees ensured that there was a competent pool for internal recruitment when vacancies fall open. Internal recruitment ought to fill in vacancies seamlessly in an organization. The conceptual framework for this research was that internal recruitment impacts employee performance and this research assessed how and to what extent.

Table 1: Summary of Research Gap

Author	Objective	Results	Research Gaps	Focus of current study
Mwamwala, Onyancha and Amos (2022)	To investigate the impact of job promotions on the performance of City Council employees in Tanzania. Adopting Exploratory research methods	There is a significant positive relationship between job promotions and the performance of City Council staff	Contextual Gap Methodological gap	The study will be conducted in Kenya focusing on banking sector Adopting descriptive research design
Ligare <i>et al.</i> , (2020)	To explore the impact of job promotions on	statistically significant positive correlation between	Contextual Gap	Focus on banking sector specifically

		the performance of administrative police officers in Bungoma County	job promotions and the performance of administrative police officers		NBK in Nairobi County
Shaheen and (2022)	Mir	To examine the Impact of Job Transfers on Job Satisfaction among Paramedic Staff in Kashmir division, India	indicated a positive influence of job transfers on both intrinsic and extrinsic job satisfaction among employees	Geographical Gap Conceptual Gaps	Focus on employee performance in NBK

Source: Researcher (2024)



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In the ensuing chapter, the investigator scrutinized various research approaches employed in the study. This examination covered the research paradigm, the structural framework of the study, the geographical focus, the intended study population, and methods for selecting the sample. Additionally, attention was given to the tools used for data gathering, and their corresponding validity and reliability. The chapter also addresses procedures for gathering and interpreting data, along with ethical standards adhered to throughout the research process.

3.1 Research Methodology

The study adopted a mixed research approach, the study made use of both qualitative and quantitative information. This approach helped the researcher validate the study findings by cross-referencing results from the two methods. This triangulation enhanced the credibility and reliability of the study's conclusions. Further, by using both qualitative and quantitative methods, researchers can gain a more comprehensive and nuanced understanding of the research topic.

3.2 Research Design

In the study by Rose, McKinley, and Baffoe (2019), research design is defined as a collection of methods and procedures or a detailed plan outlining how an investigation is conducted. In the present research, we employed a descriptive research design, as it offers an account of a specific scope and the relationship between internal recruitment practices and employee performance at the National Bank of Kenya. This research approach is particularly valuable when the goal is to collect information from respondents regarding

their attitudes and opinions on a particular topic (Kothari & Garg, 2019). As explained by Sekaran and Bougie (2019), this method is advantageous because it is efficient and serves as the foundation for numerous social science studies, relying on sampling to represent a broader population by providing a step-by-step explanation of how the study will be executed

3.3 Location of the Study

According to Kothari and Garg (2019), study location refers to a place where the researcher will obtain the appropriate data for the study. The research was carried out at the National Bank of Kenya; Harambee Avenue Branch, Kenyatta Avenue Branch, Wilson Airport Branch and Hill Plaza Branch in Nairobi County.

3.4 Target Population

Target population is that to which a researcher wants to take a broad view of the results of a study. (Ghauri et al., 2020), defines it as a group of people in which a sample is drawn from. According to Kothari (2014), target population is a complete enumeration of all elements or individuals under consideration. In this study the target population consisted of 215 staff members consisting of managers, supervisors and Bank officers from the Human resource department, Operations department, marketing department and Finance department of National Bank of Kenya, head office as outlined in Table I. The study also targeted the Bank's Head of Personnel Services for an interview.

Table 2: Target Population

Staff Cadre	Target population	Percent
Managers	35	16.3
Supervisors	85	39.5

Bank officers	95	44.2
Total	215	100

Source: National Bank of Kenya Human Resource Records (2023)

3.5 Sampling Procedures and Techniques

A sample is a subset of a larger group or population. The sampling process involves the selection of a representative group from the population for examination. For this research, respondents from various departments were chosen using both stratified sampling and simple random sampling methods, based on their employee levels. The study divided the population into strata and then employed the stratified random sampling technique to select a sample from each stratum. According to Iliyasu and Etikan (2021), this technique provides a highly accurate representation of the entire population and ensures a representative sample from a homogenous population. Stratified random sampling is considered appropriate as it guarantees equitable representation of different groups. Within each stratum, respondents were chosen using a simple random sampling approach, ensuring that each individual had an equal chance of being selected for the study.

3.6 Sample Size

A sample size is typically described as a smaller subset selected from the available population, carefully chosen to accurately represent the entire population while possessing the desired characteristics (Sekaran & Bougie, 2019). In this study, a sample comprising 144 respondents was utilized. To determine this sample size, the researcher applied the Yamane formula, which is suitable for situations involving either large or small target populations, as it provides a representative sample size. Ngechu (2004) also asserts the reliability of the Yamane formula at a 95% confidence level. This formula is deemed

appropriate because it yields a representative sample size. The Yamane formula is expressed as follows:

$$n = N / (1 + N\epsilon^2)$$

Where:

n represents the sample size,

N signifies the size of the study population, and

ϵ corresponds to the 5% deviation (error term).

Following Ngechu's (2004) argument, the researcher has opted for a 95% confidence level with a 5% error term. Thus, based on a total population of 215, the sample size is calculated as follows:

$$n=215/ (1+215*(0.05)*(0.05)) = 143$$

Therefore, the sample size was 143 + 1 head of personnel services. This gave a total of 144 respondents

Further, across each stratum, the respondents were distributed as shown in Table 2.

Table 3: Sample Size

Staff cadre	Target population	Sample size
Managers	35	24
Supervisors	85	56
Bank officers	95	63
Head of personnel services	1	1
Total	215	144

Source: Researcher (2024).

3.7 Research Instrument

This research employed primary data as its primary information source. It relied on structured questionnaires to gather quantitative data from individuals in managerial roles who oversee internal recruitment practices, employee performance and possess relevant experience. Questionnaires were selected as the data collection tool due to their cost-effectiveness, efficiency in terms of time, and their ability to minimize administrative efforts compared to methods such as interviews. Moreover, they are valuable for acquiring objective data (Kothari, 2017). The questionnaire consisted of three sections where section A consisted of questions on respondent's background information. Section B captured statements on the study variables (promotion, transfer, re-employment and job bidding) guided by the study objectives while section C captured constructs on employee performance. The study also utilized an interview guide to collect information from the head of personnel services at the NBK head office.

3.8 Pilot Study

A pilot study was conducted before utilizing the questionnaire in the final data collection process. The pilot study played a crucial role in identifying any ambiguities and assessing the types of answers that would assist the researcher in achieving the established objectives (In, 2017).

During this phase, a pre-test sample (equivalent to 10% of the total sample) was administered to 15 respondents randomly selected from the human resource department in the Kenya commercial bank head office in Nairobi County.

3.9 Testing for validity and reliability/trustworthiness

The study conducted both validity and reliability of the research instruments before administering the same to the real research.

3.9.1 Validity

Instrument validity refers to the extent to which a measurement tool accurately assesses what it is designed to measure. When an instrument effectively captures the intended content, it is deemed to possess high content validity (Personal et al., 2017). In this study, content validity was ensured by crafting comprehensive questions that covered all relevant research variables. To further enhance content validity, the university supervisor evaluated the questions and measurement scales, providing valuable feedback and guidance for refinement.

Additionally, another facet of validity assessed was construct validity, which evaluates the generalizability of scale scores (Mochon & Schwartz, 2019). To establish construct validity, the instruments were aligned with the study's variables and cross-referenced with the work of other scholars. This process enhanced the instruments' ability to accurately measure the constructs under investigation.

3.9.2 Reliability of Research Instruments

The research instruments reliability was assessed to determine the extent to which the instruments consistently produces dependable and consistent results each time it is utilized for its intended purpose (Mohajan, 2017). The scores should exhibit minimal variation when the researcher administers the instrument on multiple occasions at different points in time. It is expected that an individual's responses to specific questions should remain consistent with their responses to closely related questions (Mohajan, 2017).

To assess the reliability of the questionnaire, this study employed the Pearson product-moment correlation coefficient (r). To ensure the robustness of the correlation coefficients, adjustments were made using both the Spearman-Brown Prophecy formula and Cronbach's Alpha. In line with standard practice, a reliability coefficient exceeding 0.7 served as the

benchmark for determining the acceptability of the reliability level (Sekaran & Bougie, 2019). Cronbach's Alpha values typically range from 0 to 1. A higher Alpha coefficient, approaching 1.0, indicates stronger internal consistency among the scale's items, while a Cronbach's coefficient closer to 0 suggests weaker internal consistency among the items within the scale.

3.10 Data Collection Procedure

The researcher initiated the process of obtaining ethical approval from the School of Postgraduate Studies at Mount Kenya University. Additionally, the researcher also sought assistance in securing a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). With these documents the researcher sought for permission from the National Bank of Kenya head office for data collection and book appointment with the relevant departments for the day of the data collection. The researcher administered questionnaires in the departments with the help of a trained research assistant. The selected respondents were given a brief introduction of the study and explained for, the purpose of the study. The respondents were given one week to respond to the questions and with the phone call and text message reminder the researcher organized the picking date to enhance response rate. The researcher also booked for an appointment with the head of personnel services to conduct an interview.

3.11 Data Analysis

Data analysis involves the researcher's formal exploration of study themes, utilizing the data collected during the study to substantiate and bolster their ideas (Collins & Stockton, 2018). The collected data was subjected to analysis through descriptive statistics and inferential techniques. In this study, SPSS version 26.0 was employed to generate descriptive statistics. The choice of SPSS for this study was based on its user-friendliness

and its ability to effectively analyze multi-response questions, conduct cross-sectional and time-series analysis, as well as perform cross-tabulation. The study's findings were conveyed through tables and graphical representations (such as pie charts and bar graphs), accompanied by analytical interpretations and narratives.

To examine the effect of internal recruitment on employee performance in the National Bank of Kenya, multiple linear regression analysis was applied to the data. The regression was executed according to the following model formula;

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

Where,

Y is Employee performance

X1 is promotion Practice

X2 is transfer practice

X3 is re-employment practice

X4 is job bidding practice

β_0 , β_1 , β_2 , β_3 and β_4 , are the coefficients of the terms and ϵ is the error term

The significance of the regression was assessed using the F-test, and the coefficient of determination (R^2) was employed to gauge the extent to which variations in Y are elucidated by X. These analyses were conducted with a confidence level of 95%.

3.12 Ethical Considerations

The researcher requested for an introductory letter from the Directorate of Postgraduate Studies at Mount Kenya University and obtained a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). Prior to involving the respondents in the research, they were provided with a clear explanation of the research's objectives. They were also informed about their freedom to choose whether or not to

participate voluntarily. Participants were given a consent form to sign, and it is important to note that no financial incentives were offered to encourage participation in the study. The information collected during this research was strictly used for research purposes, and the confidentiality of the respondents was diligently upheld.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction

This chapter aims to present the results of the analysis conducted in response to the formulated research inquiries. The chapter encompasses details such as the rate of response, demographic examination, pretest results and the analysis of individual objectives as outlined in the research. The chapter further presents the relationship between the study variables.

4.2 Response Rate

In the conducted survey, 143 questionnaires were distributed to participants and one interview conducted, out of which 134 were accurately completed and returned as indicated in Table 4.

Table 4: Response rate

Response	Sample size	Percent
Returned questionnaires	134	93.7
Un-returned questionnaires	9	6.3
Total	143	100

Source: Researcher (2024)

The data in table 4 reveals that out of the distributed questionnaires, 134 (93.7%) were completed and returned, while 9 (6.3%) were not returned. The researcher deemed the overall response rate of 93.7% as satisfactory and appropriate to proceed with data analysis. This aligns with Sammut, Griscti and Norman (2021) assertion that a response rate of 75% or higher is sufficient to generalize the results to the target population.

4.3 Pilot Study Results

A pilot study was conducted to assess the reliability and validity of the research tools employed in the study. 15 research instruments were administered to participants, constituting 10% of the sample size. The outcomes of this pilot study allowed the researcher to evaluate the consistency of respondents' answers and adjust the items accordingly by revising the research tools. The researcher utilized Cronbach's alpha α coefficient to assess the internal consistency and reliability of the survey instruments. This involved computing the Cronbach's alpha coefficient for all sections of the questionnaire based on the pilot study results. Following Bonett and Wright's (2015) guideline, a Cronbach's Alpha greater than 0.7 was considered acceptable, aiding in identifying both unnecessary and essential variables for deletion. The results of the reliability assessment are detailed in the accompanying Table 5.

Table 5: Reliability Test Results

Variables	Number of Items	Cronbach's Alpha	Comments
Promotion Practice	7	.874	Accepted
Transfer Practice	4	.829	Accepted
Re-Employment Practice	5	.827	Accepted
Job Bidding Practice	5	.862	Accepted
Employee Performance	5	.859	Accepted

Source: Researcher (2024)

The findings indicated that promotion practices had a Cronbach Alpha coefficient of 0.874. transfer practices had a Cronbach Alpha coefficient of 0.829. re-employment practice had a Cronbach Alpha coefficient of 0.827. job bidding practices had a Cronbach Alpha coefficient of 0.862 and Employee performance had a Cronbach Alpha coefficient of 0.859.

All variables depicted that the value of Cronbach's Alpha is above value of 0.7 thus the study was reliable (Ghazali, 2016). This indicates that scales used in this study are reliable enough to capture the variables.

4.4 Demographic Information

The research included various inquiries seeking background information from participants, specifically focusing on gender, age group, highest level of education attained, and years of service.

4.4.1 Gender of the Respondents

The research aimed to determine the gender of the participants, and the outcomes are displayed in Table 6.

Table 6: Gender of the Respondents

		Frequency	Percent
Valid	Male	76	56.7
	Female	58	43.3
	Total	134	100.0

Source: Researcher (2024)

The results of the study in Table 6 indicated that majority 76 (56.7%) of the participants were male, while 58 (43.3%) were female. This suggests that the gender balance among the bank's employees was reasonably equitable. Consequently, the findings represent the perspectives of both genders concerning the research inquiries without segregating responses based on gender.

4.4.2 Age Bracket of the Respondents

The study sought to determine the age bracket of the respondents and the results are presented in figure 2.

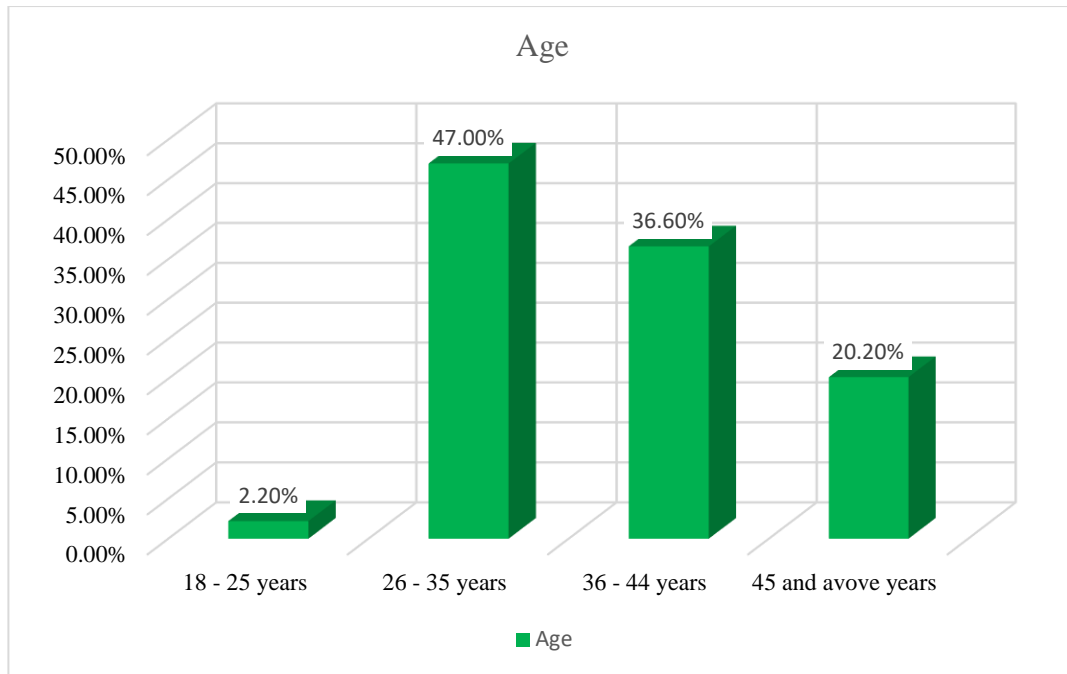


Figure 2: Age Bracket of the Respondents

Source: Researcher (2024)

According to figure 2, the majority of the bank's staff, specifically 63 individuals (47.0%), fell within the age range of 27-35 years. Following this, 41 respondents (30.6%) were aged between 36 and 44 years, while 27 (20.2%) were 45 years and above, and a small proportion, 3 (2.2%), were between 18 – 26 years. These age groupings indicate that a significant portion of the surveyed bank personnel were either youth or young adults, specifically within the age range of 27- 44 years constituting 77.6%.

4.4.3 Respondents Duration at the Current Station

The study also inquired about the length of time respondents had been serving at their present station, and the results are outlined in Table 7.

Table 7: Distribution of Duration at Current Station

		Frequency	Percent
Valid	less than a year	3	2.2
	1 - 3 years	32	23.9
	4 - 6 years	53	39.6
	7 -9 years	41	30.6
	10 years and above	5	3.7
Total		134	100.0

Source: Researcher (2024)

Table 7 indicated that a significant proportion of the bank staff, accounting for 53 respondents (39.6%), had been in their current positions for a duration of 4-6 years, suggesting a higher level of experience among the majority of the employees. The next category comprised those with a tenure of 7-9 years, totaling 41 respondents (30.6%). Employees with 1-3 years of service constituted 32 respondents (23.9%), while a smaller group had above 10 years and less than 1 year of experience, amounting to 3(2.2%) and 5(3.7%) respectively. This implies that most of the participants had been employed at the Bank for an extended duration, leading to a robust recollection of the internal recruitment practices under investigation in this study.

4.4.5 Highest Level of Education

The research sought to ascertain the educational qualifications of the participants, and the findings are displayed in Table 8.

Table 8: Bank Employee’s Academic Qualification

		Frequency	Percent
Valid	PhD	0	0
	Masters	36	26.9
	Bachelors’ degree	73	54.5
	Diploma	21	15.7
	Others	4	2.9
	Total		134

Source: Researcher (2024)

Findings from Table 8 shows the educational achievements of the respondents. Among the individuals surveyed, majority 73(54.5%) had completed a Bachelor's degree as their highest educational level. Thirty-six (26.9%) of the respondents had master’s degree, while 21(15.7%) had diploma as their highest academic achievement. There were only 4(2.9%) of the respondents with other forms qualification which included CPA. Interestingly, none of the interviewed bank employees had completed a PhD.

4.5 Descriptive Analysis

In this research, an analysis was conducted on the descriptive statistics of both the independent and dependent variables. Mean values, frequencies, percentages, and standard deviation were utilized for examination, as illustrated in the findings below.

4.5.1 Promotion Practices and Employee Performance

The first specific objective of the study was to evaluate how promotion methods impact the performance of employees within the National Bank of Kenya. Participants were asked to express their opinions on different statements concerning promotion methods and employee performance. The findings of this inquiry were outlined in Table 9.

Table 9: Promotion Practices and Employee Performance

	N	Min	Max	Mean	Std. Deviation
The institution has a promotion policy for employees	134	1	5	3.90	.855
Promotion is usually accorded to an employee who is already working in this Bank Branch	134	1	5	3.83	1.008
Promotion is based on merit in this organization	134	1	5	3.94	.948
Promotion opportunities are clear in this organization	134	1	5	3.81	.862
Promotion act as reward for past performance of employees in this organization	134	1	5	4.01	.976
The organization promotes employees who have stayed in the Bank for a considerable period	134	1	5	3.98	.827
Promotion opportunities allow employees to advance their ranks in this organization	134	1	5	3.90	.964
Average Mean and Std Deviation				3.91	.920
Valid N (listwise)	134				

Source: Researcher (2024)

According to the results presented in Table 9, respondents agreed with the notion that the institution possesses a promotion policy for its employees, with a mean score of 3.90 and a moderate standard deviation of 0.855. Promotion serves as a mechanism for an organization to elevate employees from lower to higher grades, accompanied by salary increments and

an expansion of their responsibilities. Essentially, it involves advancing the rank or position of employees within the organizational hierarchy, as described by Al-Khasawneh, Malkawi, and AlGarni (2018). This advancement often entails acquiring new job titles, assuming additional responsibilities, and receiving a salary increase. Furthermore, promotion can manifest as an expansion of benefits and an increase in managerial authority over other staff members in the organization. Embracing a promotion opportunity is viewed as a chance to take on roles with greater challenges, heightened responsibility, and increased authority compared to their previous positions. This elevation contributes to an enhanced sense of self-worth and higher status among employees, motivating them to perform at a higher level, as highlighted by Mgimba (2019).

Findings showed agreement that promotion is usually accorded to employees who are working in their respective Bank Branches as noted by a mean of 3.83 and a standard deviation of 1.008 showing a slight variation in the respondents' responses. The results also noted agreement that in the organization promotion is based on merit and that promotion opportunities are very clear as supported by a Mean of 3.94 and 3.81 with a standard deviation of 0.948 and 0.862 respectively. On promotion acting as reward for past performance of employees in the organization, the respondents agreed with the statement as indicated by a mean of 4.01 and low standard deviation of 0.976 showing a small variation among the respondent's responses. The respondents also were in agreement that the Bank promotes employees who have stayed in the Bank for a considerable period (Mean=3.98) and a standard deviation of 0.827. The results further noted agreement that promotion opportunities allow employees to advance their ranks in the organization as noted by mean of 3.90 and a standard deviation of 0.964. With an average mean of 3.91 and a standard deviation of 0.920 the findings revealed that respondents agreed with all aspect of effect of

promotion on employee performance. This implies that the organization has a rigid promotion procedure that is strictly followed.

These findings are in congruent with other studies such as Khan, Ali, and Ihsan (2020), which contend that when employees perceive promotion decisions as equitable, they are more inclined to demonstrate commitment to the organization, derive satisfaction from their career, exhibit enhanced performance, and consequently, express a diminished intention to leave the organization.

Dialoke and Nkechi (2017) reached a similar conclusion, stating that there is a positive correlation between employee performance and career advancement as well as promotion, particularly within the non-teaching staff of higher education institutions. These findings align with those of Chelimo and Ouma (2017), who assert that effective promotion policies contribute to improved performance among employees in the banking sector.

4.5.2 Transfer practice and Employee Performance

The second specific objective of the study was to determine the effect of transfers practices on employee performance in the National Bank of Kenya. The respondents were requested to indicate their level of agreement on various statements relating to transfer practices and employee performance. The results were as presented in Table 10.

Table 10: Transfer Practices and Employee Performance

	N	Min	Max	Mean	Std. Deviation
There is a clear transfer policy for employees in this organization	134	1	5	3.50	.902
Anytime a job opens up in this company, transfer requests may be approved.	134	1	5	4.06	.539

An employee who has consistently shown exceptional performance is being moved to a different division in order to raise overall productivity.	134	1	5	3.48	.977
Transfers are utilized to minimize politics between staff in this organization	134	1	5	3.63	1.024
Average Mean and Std Deviation				3.67	0.860
Valid N (listwise)	134				

Source: Researcher (2024)

Table 10 showed that respondents agreed with all the aspects of transfer practices as supported by an average Mean of 3.67 and a low standard deviation of 0.860 showing that the respondent's responses did not vary much. Specifically, the respondents agreed that the Bank has a clear transfer policy for employees noted by a mean=3.50 and a standard deviation of 0.902. the respondents also agreed that the bank approves transfer request whenever there is a job open in the bank (Mean=4.06) and a low standard deviation of 0.539. further the study findings showed that in terms of mean and standard deviation that the respondents were neutral with the statement that employee with consistently exceptional performance are moved to a different division in order to raise overall productivity (Mean=3.48, std. deviation=0.977). Based on the feedback, respondents agreed that transfers are utilized to minimize politics between staff in the organization (Mean-3.65, Std. deviation=1.024). The findings of the study align with Godbless and Obaro (2023), who found that inadequate recruitment and selection criteria can result in underperformance or dissatisfaction. In Jeddah, Saudi Arabia, a survey involving twenty individuals sought to understand the impact of the organization's recruitment and transfer procedures on their performance. The study's results indicate a connection between transfer procedures and

employee performance. The implementation of transfer practices serves as a source of motivation for employees, encouraging them to exert additional effort to ascend to higher positions. This fosters a heightened sense of responsibility and loyalty among the workforce within an organization. Furthermore, it elevates employee morale and concurrently plays a role in minimizing staff turnover. Mukwa and Nabiswa (2017) suggest that when vacancies arise in an organization, priority should be given to internal applicants who are already part of the workforce.

4.5.3 Re-employment practice and employee performance

The study's third specific objective was to investigate the impact of recall/re-employment on the performance of employees within the National Bank of Kenya. Participants were asked to express their agreement levels regarding various statements concerning re-employment practices and employee performance. The outcomes are detailed in Table 11.

Table 11: Re-Employment Practices and Employee Performance

	N	Min	Max	Mean	Std. Deviation
Former employees are recalled to fill some vacancies in this organization	134	1	5	3.79	1.031
The re-employment practices in our organization effectively match employees' skills and qualifications with available job roles	134	1	5	3.76	.709
The re-employment process in our organization promotes a smooth transition for returning employees	134	1	5	4.40	.762
Employees who have been re-hired by our organization tend to exhibit better job performance	134	1	5	4.23	.915

Our organization's re-employment practices result in increased employee motivation and commitment	134	1	5	3.70	.829
Average Mean and Std. Deviation				3.976	0.849
Valid N (listwise)	134				

Source: Researcher (2024)

Based on their feedback in Table 11 respondents agreed with all the statement on Re-employment practice and employee performance at the National Bank of Kenya as supported by an average mean of 3.976 and a standard deviation of 0.849. particularly respondents agreed with the statement that the Bank recall former employees to fill some vacancies with a mean of 3.79 and a standard deviation of 1.031. On whether re-employment practices effectively match employees' skills and qualifications with available job roles in the organization, respondents showed agreement as supported by a mean of 3.76 and a standard deviation of 0.709. Also, respondents strongly agreed that re-employment process in the Bank promotes a smooth transition for returning employees enhancing their performance with a mean of 4.40 and a standard deviation of 0.762. Further the study findings showed in terms of mean and standard deviation that Employees who have been re-hired in the organization tend to exhibit better job performance and that re-employment practices result in increased employee motivation and commitment (Mean=4.23, Std. Deviation=0.915) and (Mean=3.70, Std. Deviation=0.829) respectively. The findings are in agreement with findings by Timmis (2018) which contended that re-employment allows staffs who are well versed with the prevailing culture in an organization and thus there are more motivated to work. The study results concede with Mwangi (2020)

who found that extension of the retirement age has much effect on employee productivity hence the general organizational performance

4.5.4 Job Bidding Practice and Employee Performance

The final specific objective of the research was to assess how job bidding influences employee performance within the National Bank of Kenya. Participants were asked to indicate their agreement levels regarding different statements about job bidding practices and employee performance. The findings are outlined in Table 12.

Table 12: Job Bidding Practices and Employee Performance

	N	Min	Max	Mean	Std. Deviation
Bulletin boards are used to place vacancy announcement to all employees in this organization	134	1	5	3.86	.912
lists are used to place vacancy announcement that is accessible to all employees in this organization	134	1	5	3.80	.784
job bidding provides employees with opportunities for skill development and career advancement	134	1	5	4.02	.867
job bidding practices have a positive impact on employee morale and job satisfaction	134	1	5	3.59	.917
job bidding practices motivate me to improve my job performance and skills	134	1	5	3.76	.897
Average Mean and Std. Deviation				3.811	0.8754
Valid N (listwise)	134				

Source: Researcher (2024)

Based on the findings in Table 12, the respondents agreed with all the aspect used to measure the effect of job bidding practices and employee performance at the National Bank of Kenya as supported by an average mean of 3.811 and a low deviation of 0.8754. Respondents specifically were in agreement with the statement that the Bank use bulletin boards to place vacancy announcement and that lists are used to place vacancy announcement that is accessible to all employees in the Bank as noted with responses mean of 3.86 and 3.80, Std. deviation of 0.912 and 0.784 respectively. On whether job bidding provides employees with opportunities for skill development and career advancement respondents indicated an agreement with the statements with a mean of 4.02 and a standard deviation of 0.867. Further the results showed that respondents agreed with the statement that job bidding practices have a positive impact on employee morale and job satisfaction (Mean=3.59, Std. deviation=0.917) and that job bidding practices motivate employees to improve their job performance and skills (Mean=3.76, Std. deviation=0.897). The findings of this research align with the conclusions drawn by Chytiri, Filippaios, and Chytiris (2018), who identified that internal recruitment approaches are generally viewed as more efficacious compared to external recruitment methods. The study also highlights that interviews and reference checks are ranked as the most effective selection methods.

4.5.5 Employee Performance

The purpose of this study was to assess the effect of internal recruitment practices on employee performance in the National Bank of Kenya. The respondents were requested to indicate their level of agreement on various statements relating to internal recruitment practices and employee performance. The results were as presented in Table 13.

Table 13: Employee Performance

Statements	N	Min	Max	Mean	Std. deviation
Departmental effectiveness	134	1	4	4.41	0.843
Employee satisfaction	134	1	4	4.24	0.947
Quality service	134	1	5	4.32	0.870
Customer efficiency	134	1	5	3.97	1.163
Valid N (listwise)	134				

Source: Researcher (2024)

Table 13 showed that respondents agreed with departmental effectiveness as supported by a mean of 4.41 and a standard deviation of 0.843. The respondents also agreed with the statement that internal recruitment has enhanced employee satisfaction in the National Bank of Kenya as supported by a mean of 4.24 and a Std. deviation of 0.947. On whether internal recruitment practices have increased quality services in the National Bank of Kenya, the respondents registered agreement with a mean of 4.32 and a deviation of 0.870. Lastly, the respondents agreed with internal recruitment practices have increased customer efficiency in National Bank of Kenya with a mean of 3.97 and a standard deviation of 1.163.

4.6 Assumptions of Regression Model Test

The research examined normality, homoscedasticity, autocorrelation, multicollinearity, and linearity assumptions, with detailed discussions provided in the subsequent sections.

4.6.1 Normality Assumption Test

In this research, the assessment of normality assumption employed the Shapiro-Wilk Test. The criterion indicates that a Shapiro-Wilk test value exceeding 0.05 signifies normal

distribution in the data, while a value below 0.05 indicates a significant deviation from normal distribution. The outcomes of the normality assumptions test are outlined in Table 14.

Table 14: Normality Assumption Test

Variables	Shapiro-Wilk		
	Statistic	df	Sig.
Promotion practices	.931	8	.190
Transfer practices	.357	56	.618
Reemployment practices	.612	30	.476
Job bidding practices	.856	20	.786

Source: Researcher (2024)

The results of the normality assumption test, as shown in Table 14, demonstrated that the data followed a normal distribution. This was evidenced by the Shapiro-Wilk Test yielding significance values greater than 0.05 for all variables. Specifically, promotion practices showed a Shapiro-Wilk Test significance value of $p=.190$ (>0.05), transfer practices had a significance value of $p=.618$ (>0.05), re-employment practices had a significance value of $p=.476$ (>0.05), and job bidding practices had a significance value of $p=.786$ (>0.05). The fact that all these p-values exceeded the significance level (0.05) suggests that the data for each variable were normally distributed.

4.6.2 Homoscedasticity Assumptions Test

Levene's test was employed to assess the homoscedasticity assumption, and the outcomes of this assumption test are displayed in Table 15.

Table 15: Heteroscedasticity Assumption Test

Variable	F	DF1	DF2	Sig.
----------	---	-----	-----	------

Promotion practices	7.481	11	156	.273
Transfer practices	2.136	8	159	.354
Re-employment practices	2.487	5	162	.335
Job bidding practices	8.878	6	161	.277

Source: Researcher (2024)

The results presented in Table 15 indicated that the p-values for promotion practices, transfer practices, re-employment practices, and job bidding practices were 0.273, 0.354, 0.335, and 0.277, respectively, all exceeding the threshold of 0.05. Consequently, the study concluded that there is no noteworthy difference in the variances among the variables under investigation.

4.6.3 Multicollinearity Assumption Test

The Multicollinearity assumption was tested using the tolerance and variance inflation factors (VIF). The study result is presented in Table 16.

Table 16: Multicollinearity Assumption Test

Variables	Tolerance	VIF
Promotion Practices	.868	1.152
Transfer practices	.138	4.272
Re-employment practices	.130	7.694
Job bidding practices	.159	6.299

Source: Researcher (2024)

The findings presented in Table 16 display the tolerance and variance inflation factor (VIF) values for various practices: promotion (tolerance=0.868, VIF=1.152), transfer (tolerance=0.138, VIF=4.272), re-employment (tolerance=0.130, VIF=7.694), and job

bidding (tolerance=0.159, VIF=6.299). The results indicate that all tolerance values for the four variables exceeded 0.10, and all VIF values for the study variables were below 10, aligning with the criteria set by Field (2009). This suggests that there is no multicollinearity present in the data used for the study.

4.7 Correlation Results of Study Variables

Pearson correlation analysis was conducted to assess the magnitude and direction of the relationship between independent and dependent variables. The findings are presented in Table 17.

Table 17: Correlation matrix of variables under study

		Employee performanc e	Promotio n practices	Transfe r practice s	Re- employmen t practices	Job biddin g
Employment performance	Pearson Correlation Sig. (2- tailed)	1				
	N	134				
promotion practices	Pearson Correlation Sig. (2- tailed)	.397**	1			
	N	134	134			
Transfer Practices	Pearson Correlation	.879**	.304**	1		
	N	134	134	134		

	Sig. (2-tailed)	.000	.000			
	N	134	134	134		
Re-employment practice	Pearson Correlation	.863**	.228**	.924**	1	
	Sig. (2-tailed)	.000	.003	.000		
	N	134	134	134	134	
Job bidding practices	Pearson Correlation	.897**	.317**	.907**	.885**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	134	134	134	134	134

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2024)

The results presented in Table 17 revealed that there is a positive and statistically significant correlation between promotion practices and employee performance ($r= 0.397$; $p<0.01$). Additionally, the study found a robust, positive, and statistically significant correlation between transfer practices and employee performance ($r=0.879$; $p< 0.01$). Similarly, a strong, positive, and statistically significant correlation was identified between reemployment practices and employee performance ($r=0.863$; $p< 0.01$). Furthermore, the study established a strong, positive, and statistically significant correlation between job bidding practices and employee performance ($r=0.897$; $p< 0.01$). According to Orodho (2003), a strong correlation indicates a significant relationship between two or more variables, while a weak or low correlation suggests a minimal connection between the variables.

4.8 Regression Analysis

Multiple regression analysis was conducted for all the four independent variables against the dependent variable, and the outcomes are detailed in the subsequent subsections.

4.8.1 Model Summary

The model summary offers insights into the regression analysis by presenting the coefficient of determination (R^2), indicating the proportion of variance in the dependent variable predictable from the independent variable. Additionally, the correlation coefficient (R) is provided to indicate the degree of association between the dependent and independent variables. The results displayed in Table 18 assess the adequacy of the regression model in elucidating the phenomena under study.

Table 18: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.850	.846	.41736

a. Predictors: (Constant), promotion, transfer, re-employment, job bidding practices

Source: Researcher (2024)

Promotion, transfer, re-employment and job bidding practices within the National Bank of Kenya were identified as effective factors influencing employee performance. The coefficient of determination, also known as R^2 , revealed a high value of 85.0%, indicating that 85.0% of the variations in employee performance was attributed to these independent variables. This suggests that the model used to establish the connection between the variables was satisfactory.

The adjusted R^2 , a modified version of R^2 that considers the number of predictors in the model, was 0.846, slightly lower than the R^2 value. This adjustment accounts for the

inclusion of irrelevant variables, making it a more accurate indicator of the relationship between the independent and dependent variables. The adjusted R2 indicated that 84.6% of the changes in employee performance could be explained by the model. Overall, the results suggest a strong and meaningful relationship between the identified practices and employee performance within the National Bank of Kenya.

4.8.2 Model Fitness

Table 19 provides the results on the analysis of the variance (ANOVA).

Table 19: Regression Model Fitness Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	160.417	4	40.104	230.235	.000 ^b
Residual	28.393	130	.174		
Total	188.809	134			

a. Dependent Variable: employee performance

b. Predictors: (Constant), promotion, transfer, re-employment, job bidding practices

Source: Researcher (2024)

The findings presented in Table 19 revealed that the entire model achieved statistical significance, evident from a p-value of 0.000, which is below the critical p-value of 0.05. Moreover, the results suggest that the independent variables serve as effective predictors of employee performance. This conclusion is reinforced by the F statistic of 230.23 and the reported p-value (0.000), which falls below the conventional significance level of 0.05.

4.8.3 Regression Coefficient

The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable can be predicted from the independent variable. The summary is as displayed in Table 20.

Table 20: Regression Analysis Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.275	.130		2.118	.036
Promotion	.114	.027	.137	4.192	.000
Transfer	.188	.093	.188	2.030	.044
Re-employment	.240	.081	.249	2.952	.004
Job bidding	.437	.072	.463	6.078	.000

a Dependent Variable: Employee Performance in National Bank of Kenya

Source: Researcher (2024)

The findings from Table 20 demonstrated, holding promotion, transfer, re-employment and job bidding constant, employee performance in the National Bank of Kenya would be 0.275. It was observed there exist a positive linear effect of promotion practices on employee performance ($\beta_1 = 0.114$, $p = 0.000$). This indicates that an elevation in promotion practices results in a corresponding increase in employee performance by 0.114 units. Similarly, the study established that transfer practices exert a positive and significant influence on employee performance ($\beta_2 = 0.188$, $p = 0.044$), signifying that enhanced transfer practices lead to a performance increase of 0.188 units.

Further, the research revealed a positive and significant effect of re-employment practices on employee performance ($\beta_3 = 0.240$, $p = 0.004$). This suggests that an augmentation in re-employment practices corresponds to an increase in employee performance by 0.240 units. Finally, job bidding practices were found to have a positive and significant impact on employee performance ($\beta_4 = 0.437$, $p = 0.000$). This implies that an upturn in job bidding

practices results in an increase in employee performance by 0.437 units. In essence, the regression equation can be expressed as follows:

$$Y=0.275+0.114X_1+0.188X_2+0.240X_3+0.437X_4$$

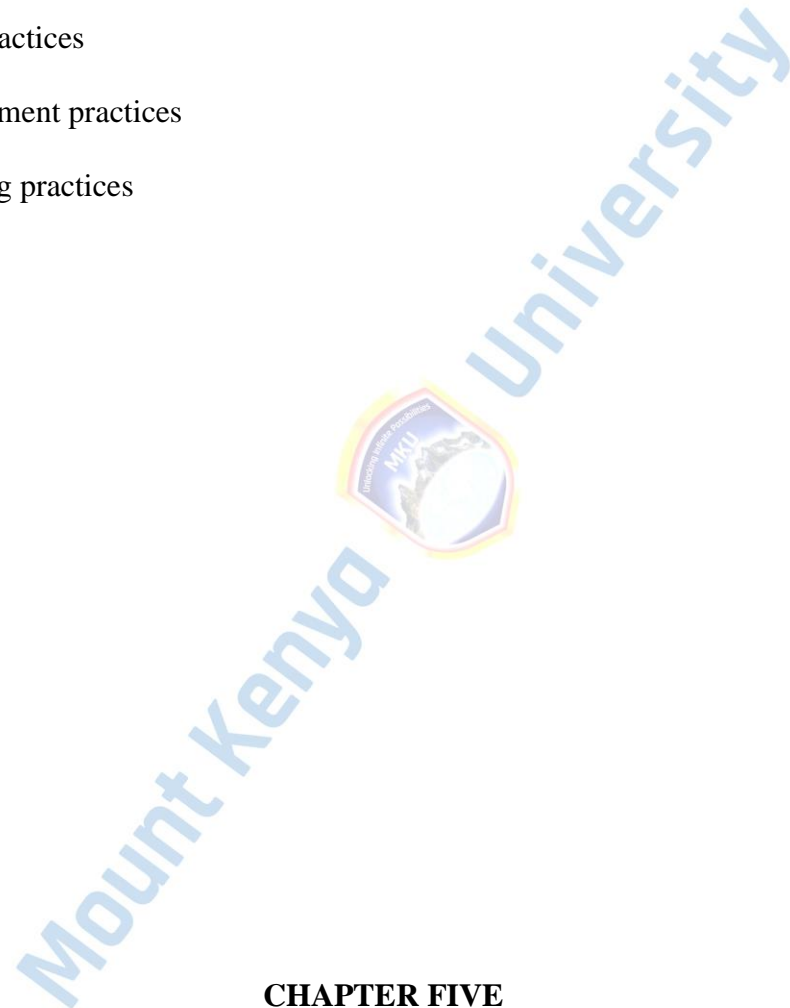
Where:

X₁ – promotion practices

X₂ – transfer practices

X₃ – re-employment practices

X₄ – job bidding practices



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an overview of the study's discoveries, conclusions, and implications.

It additionally outlines recommendations and suggests potential areas for future research.

5.2 Summary of the Findings

The purpose of this study was to assess the effect of internal recruitment practices on employee performance in the National Bank of Kenya. The study was guided by the following research questions: What is the effect of promotion practices on employee performance in the National Bank of Kenya?; What is the effect of transfer practices on employee performance in the National Bank of Kenya?; What is the effect of recall/re-employment practices on employee performance in the National Bank of Kenya? and What is the effect of job bidding practices on employee performance in the National Bank of Kenya? The study adopted descriptive survey design targeting 215 staff from the human resource departments of the National Bank of Kenya. Stratified and random sampling was used to select 144 respondents as the sample size. The study achieved a response rate of 93.7% with 76 (56.7%) of the participants being male, while 58 (43.3%) were female.

5.2.1 Promotion Practices and Employee Performance

The first objective of the study was to assess the effect of promotion practices on employee performance in the National Bank of Kenya. The respondents agreed with all the statements. They agreed that; The bank has a promotion policy for employees, Promotion is usually accorded to an employee who is already working in this Bank Branch and it is usually based on merit. The promotion opportunities are clearly communicated and act reward for past performance of employees. There was an agreement among the respondents that there is promotion of employees who had served in the Bank for a considerable period of time and this is usually accompanied by upward mobility in the employee rank. The study findings further revealed in terms of correlation that there is a positive and statistically significant correlation between promotion practices and employee performance in the National Bank of Kenya. Regression results revealed that promotion practices

positively and significantly affect employee performance in the National Bank of Kenya. This gave an implication that an increase in promotion practices increases employee performance.

5.2.2 Transfer Practices and Employee Performance

The second study objective sought to determine the effect of transfers practices on employee performance in the National Bank of Kenya. The respondents agreed with all the statements. They agreed that; There is a clear transfer policy for employees and anytime a job opens up in the bank transfer requests are approved. Transfer is used to minimize politics between the staff. However, the respondents remained neutral that employees who consistently show exceptional performance are moved to a different division. The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between transfer practices and employee performance in the National Bank of Kenya. Regression results revealed that transfer practices positively and significantly affect employee performance in the NBK. This gave an implication that an increase in transfer practices increases employee performance in NBK.

5.2.3 Re-Employment Practices and Employee Performance

The third study objective sought to examine the effect of recall/re-employment on employee performance in the National Bank of Kenya. The respondents agreed with all the constructs on re-employment practices. They agreed that former employees are recalled to fill some vacancies and effectively matches employees' skills and qualifications with available job roles, the respondents also agreed that re-employment process promotes a smooth transition for returning employees and tends to exhibit better job performance, this has resulted to increased employee motivation and commitment. The study findings further revealed in terms of correlation that there exists a strong, positive and statistically

correlation between re-employment practices and employee performance in the NBK. Regression results revealed that re-employment practices positively and significantly affect employee performance the NBK. This gave an implication that an increase in re-employment practices increases employee performance NBK.

5.2.4 Job Bidding and Employee Performance

The last study objectives sought to determine the effect of job bidding on employee performance in the National Bank of Kenya. respondents agreed that; Bulletin boards are used to place vacancy announcement and the lists are used to place vacancy announcement that is accessible to all employees in the bank. They further agreed that job bidding practices provides employees with opportunities for skill development and career advancement and has a positive impact on employee morale and job satisfaction motivating employee's performance. The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between job bidding practices and employee performance in NBK. Regression results revealed that job bidding practices positively and significantly affect employee performance in the NBK. This gave an implication that an increase in job bidding practices increases employee performance in NBK.

5.3 Conclusion

The study concluded that there exists a strong, positive and statistically correlation between promotion practices and employee performance in the NBK. This implies that the bank has a promotion policy for employees and that promotion is accorded to employees based on merit. The study also concluded that there exists a strong, positive and statistically correlation between transfer practices and employee performance in NBK. The bank has a

clear transfer policy for employees and anytime a job opens up in the bank transfer requests are approved. This has improved employee performance.

The study concluded that there exists a strong, positive and statistically correlation between re-employment practices and employee performance in NBK. This implies that recalling former employees to fill some vacancies which effectively matches employees' skills and qualifications with available job roles enhances employee performance in National Bank of Kenya. Also, re-employment process promotes a smooth transition for returning employees and tends to exhibit better job performance. The study further concluded that there exists a strong, positive and statistically correlation between job bidding practices and employee performance in NBK. This implies that use of bulletin boards to place vacancy announcement and availability of vacancy list which is accessible to all employees in the bank enhances employee performance. Similarly, job bidding practices provides employees with opportunities for skill development and career advancement and has a positive effect on employee morale and job satisfaction enhancing employee's performance.

5.4 Recommendations

The study recommends that;

The management should offer clear promotion opportunity to the employees who are already working with the Bank, when employees see a clear path for career advancement and promotion within the organization, they are more likely to be motivated and engaged in their work. The prospect of being rewarded for their efforts and recognized for their contributions can drive them to perform at a higher level and strive for excellence. Further, providing clear promotion opportunities helps banks retain their valuable talent. Employees are more inclined to stay with an organization that invests in their professional growth and offers them the chance to advance their careers. This reduces turnover and ensures

continuity, which is crucial in the banking industry where specialized knowledge and experience are invaluable.

The human resource management department is encouraged to transfer employee who have consistently shown exceptional performance to a different division in order to raise overall productivity. Also, the transfer process needs to be transparent and clear to every employee. clear transfer practices can facilitate skill development by exposing employees to new roles, responsibilities, and work environments. This exposure can help employees broaden their knowledge, acquire new skills, and enhance their overall competencies, which can translate into improved performance.

Human resource management need to improve on the re-employment practices to confirm whether they are effectively matching employees' skills and qualifications with available job roles. When employees' skills and qualifications are well-matched to the requirements of their job roles, they are more likely to feel competent and capable in performing their tasks. This sense of job fit can lead to increased job satisfaction, motivation, and productivity, ultimately enhancing their overall performance. Further by ensuring that employees' skills and qualifications align with their job roles, organizations can optimize the utilization of their human capital. Employees are placed in positions where they can effectively leverage their strengths, knowledge, and abilities, leading to better performance and increased organizational efficiency.

The study recommends that the human resource management to provide aa awareness campaign to the employees on the job bidding practices, this allows employees to explore internal career opportunities within the organization. When employees understand the bidding process, they can actively seek out roles that align with their skills, interests, and career aspirations. This sense of potential growth and advancement can motivate employees

to perform better in their current roles, positioning themselves as strong candidates for future opportunities. Similarly, employees understand the job bidding process, they can actively pursue roles that better match their preferences, strengths, and work styles. This increased job fit can lead to higher job satisfaction and engagement, which often translates into improved performance and productivity.

5.5 Recommendations for Further Research

The research aimed to investigate the relationship between internal recruitment practices and employee performance. Employee performance was considered the dependent variable, while internal recruitment practices were the independent variables. The regression analysis revealed that internal recruitment practices accounted for 85.0% of the variance in employee performance at NBK. This finding suggests that while internal recruitment practices play a significant role in influencing employee performance, there are other factors contributing to the remaining 15% of the variance. This presents an opportunity for further research to explore additional variables that may impact employee performance. Moreover, future studies could examine the connections between internal recruitment practices and other aspects such as employee motivation, work engagement, and retention rates. Exploring these relationships would provide valuable insights and enable HR professionals to make more informed decisions based on comprehensive data.

REFERENCES

- Abbas, A., Saud, M., Usman, I., & Ekowati, D. (2020). An indication of employee effectiveness in the education industry is servant leadership and religiosity. *International Journal of Innovation Creativity and Change*, 13(4), 391-409.
- Acikgoz, Y. (2019). Recruitment of employees and job searching: Moving toward multi-level integration. *Human resource management review*, 29(1), 1-13.
- Al-Khasawneh, A. L., Malkawi, N. M., & AlGarni, A. A. (2018). How the hiring practices of international financial institutions in Jordan affect the quality of new hires. *Banks & bank systems*, (13, Iss. 2), 12-26.
- Al-Khasawneh, A. L., Malkawi, N. M., & AlGarni, A. A. (2018). Sources of recruitment at foreign commercial banks in Jordan and their impact on the job performance proficiency. *Banks & bank systems*, (13, Iss. 2), 12-26.
- Al-Khasawneh, A. L., Malkawi, N. M., & AlGarni, A. A. (2018). Sources of recruitment at foreign commercial banks in Jordan and their impact on the job performance proficiency. *Banks & bank systems*, (13, Iss. 2), 12-26.
- Badrianto, Y., & Ekhsan, M. (2020). The impact of pt. Nesinak industries' work environment and employee happiness on productivity. *Journal of Business, Management, & Accounting*, 2(1).
- Bashi, R. O. (2022). *The Performance of Selected Pharmaceutical Companies in Ilorin, Kwara State, and Staff Recruitment Methods* (Doctoral dissertation, Kwara State University (Nigeria)).
- Benson A., Ben A. R.,(2020). *Strength in Numbers: How to Promote from Within and Keep Your Best Employees*, *Organization Science*. SSRN Online.
- Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2021). *Paradoxes, procedures, and issues in human resource management in public sector organizations*. CQ Press.
- Bika N. *How to control the hiring and publishing of jobs internally, Tools for the employer*.

- Birhane, S. (2021). *The Case of Saint Mary's University: The Impact of Recruitment and Selection on Organizational Performance* (Doctoral dissertation, St. Mary's University).
- Braun V., Clarke V., (2012). *Thematic Analysis*, ResearchGate, online.
- Chemutai, J. (2021). *Human Resource Policies Implementation and Employee Performance in Kenya Electricity Generating Company, Nairobi City County, Kenya* (Doctoral dissertation, KENYATTA UNIVERSITY).
- Chemutai, J. (2021). *Human Resource Policies Implementation and Employee Performance in Kenya Electricity Generating Company, Nairobi City County, Kenya* (Doctoral dissertation, KENYATTA UNIVERSITY).
- Chytiri, A. P., Filippaios, F., & Chytiris, L. (2018). Hotel recruitment and selection practices: The case of the Greek Hotel Industry. *International Journal of Organizational Leadership*, 7, 324-339.
- Collins, C. S., & Stockton, C. M. (2018). In qualitative studies, theory plays a pivotal part. *International journal of qualitative methods*, 17(1), 1609406918797475.
- Cooray, M. J. S. (2021). Employee Turnover Intention as Influenced by the Selection and Recruitment Processes at a Sample Sri Lankan Educational Institution. *FUTURE OF WORK*, 177.
- De Roo, A. C., & Newman, E. A. (2021). Recruitment best practices. *Diversity, Equity and Inclusion*, 1-10.
- Devaro J., Morita H.,(2009). Theoretical and Empirical Considerations of Internal and External Promotion Research, San Francisco State University.
- Dosumu, O. S., Lawal, P. O., Uwineza, C., Mugiraneza, P., Dushimiyimana, E., & Ruzindana, M. (2021). Methods Used by Rwandan Construction Companies When Hiring New Employees. *Rwanda Journal of Engineering, Science, Technology and Environment*, 4(1).
- Fattaah, P. M. A., Singh, S., & Darwish, T. K. (2020). How Do Domestic and Multinational Companies Compare in Terms of Recruitment, Training, and Retention? In *Human*

- Resource Management in an Emerging South Asian Economy* (pp. 104-117). Routledge.
- Georgi Todorov, (2023), *Top Recruitment Stats (2023), Facts and Trends*, Updated 2023, thrive myway.com.
- Giorgi, G., Arcangeli, G., Ariza-Montes, A., Rapisarda, V., & Mucci, N. (2019). The correlation between work-related stress and past recovery in Italian bank employees. *International Journal of Occupational Medicine and Environmental Health*, 32(2), 255-265.
- Godbless, E. E., & Obaro, O. K. (2023). Evolving Human Resource Management Practices and Employee Performance of Selected Pharmaceutical Companies in Nigeria. *International Journal of Business and Management*, 18(1), 1-60.
- Godbless, E. E., & Obaro, O. K. (2023). Evolving Human Resource Management Practices and Employee Performance of Selected Pharmaceutical Companies in Nigeria. *International Journal of Business and Management*, 18(1), 1-60.
- Gode, H. (2019). The Impact of Hiring Procedures on United Bank SC's Performance as an Organization. *Unpublished Masters' Thesis, Addis Ababa University School of Commerce*.
- Gope, S., Elia, G., & Passiante, G. (2018). Human resource management methods and the ability to handle knowledge: a comparison of studies in the Indian IT sector. *Journal of Knowledge Management*, 22(3), 649-677.
- Hassan, H. H. (2016). *Employee mobility and academic achievement in Zanzibari secondary schools: evidence from South District, Unguja* (Doctoral dissertation, The Open University of Tanzania).
- Iliyasu, R., & Etikan, I. (2021). In contrast to stratified random sampling, quota sampling is examined here. *Biom. Biostat. Int. J. Rev*, 10(1), 24-27.
- In, J. (2017). Introduction of a pilot study. *Korean journal of anesthesiology*, 70(6), 601-605.

- Indeed Career Guide. *How to deal with change at work*, www.UK.indeed.com.
- Indeed Career Guide. *Internal recruitment, definition, benefits and tips*. www.UK.Indeed.com, UK.
- Ismail, A. I., Majid, A. H. A., Jibrin-Bida, M., & Joarder, M. H. R. (2021). The impact of management endorsement of HR policies on workers' productivity in Nigeria. *Global Business Review*, 22(1), 132-150.
- Juster, K. J. (2022). *Financial Results of Nairobi Securities Exchange-Listed Kenyan Commercial Banks and Their Corporate Governance Practices* (Doctoral dissertation, University of Nairobi).
- Karim, M. M., Bhuiyan, M. Y. A., Nath, S. K. D., & Latif, W. B. (2021). Methodology for Hiring and Choosing Conceptually. *International Journal of Business and Social Research*, 11(02), 18-25.
- Keller J. R., (2015). *The Best Way to Hire from inside your Company*, Harvard Business Review.
- Khan, M. H., Ali, N., & Ihsan, A. (2020). Job Satisfaction among Banks Employees of Public and Private Sector in Malakand Division. *Ilkogretim Online*, 19(4), 5286-5312.
- Khan, M. H., Ali, N., & Ihsan, A. (2020). Job Satisfaction among Banks Employees of Public and Private Sector in Malakand Division. *Ilkogretim Online*, 19(4), 5286-5312.
- Kothari, C. (2017). *Research methodology methods and techniques* by CR Kothari. *Published by New Age International (P) Ltd., Publishers, 91*.
- Lee, S. (2018). The effects of employee turnover on the efficiency of government agencies in the United States. *The American Review of Public Administration*, 48(6), 522-534.
- Liu, X., Yu, J., Guo, Q., & Li, J. (2022). The impact of employee engagement on hospitality firms' financial results at several levels of study. *International Journal of Contemporary Hospitality Management*, 34(12), 4631-4652.

- Marchington, M. (2015). Too preoccupied with the here and now to consider the future of human resource management (HRM)? *Human Resource Management Review*, 25(2), 176-187.
- Mgimba, S. (2019). *Effectiveness of Recruitment and Selection Practices in Private Security Sector in Tanzania: The Case of Ws Insight Limited* (Doctoral dissertation, Mzumbe University).
- Mgimba, S. (2019). *Effectiveness of Recruitment and Selection Practices in Private Security Sector in Tanzania: The Case of Ws Insight Limited* (Doctoral dissertation, Mzumbe University).
- Ministry of Labour, (2017). *The Employment Act 2017*, The Government Printer.
- Mohajan, H. K. (2017). Good research measures should meet both the validity and reliability requirements. *Annals of Spiru Haret University. Economic Series*, 17(4), 59-82.
- Morgan, K. R. (2020). *Aligning SMART with Organizational Goals* (Doctoral dissertation, Northcentral University).
- Mount Kenya University. *BMCU001 Research Methodology*, Module, Thika.
- Mugenda O.M., Mugenda A.G., (1999). *Quantitative and qualitative approaches to research*; African Centre for Technology Studies.
- Muslichah, M., & Achmadi, A. (2021). The Impact of a Promotion on Productivity, Modified by Employee Motivation and Job Satisfaction. *Journal of Economics, Finance And Management Studies*, 4(09), 1690-1696.
- Mwamwala, L. T., Onyancha, H., & Amos, A. L. T. (2022). The impact of using oporas as a performance evaluation tool on the efficiency of the Moshi Municipal Council in Tanzania is discussed. *Asian Journal of Research in Social Sciences and Humanities*, 12(9), 14-29.
- Mwangi, R. (2020). *Strategic management practices and performance of retirement benefits schemes in Kenya* (Doctoral dissertation, UoN).
- Mwangi, R. (2020). *Strategic management practices and performance of retirement benefits schemes in Kenya* (Doctoral dissertation, UoN).

- Noor, R. R., & Silitonga, E. S. (2018). Organizational commitments in Pt. Harapan Mulia Berkah, Tangerang regency, have an impact on employee development and the success of the company as a whole. *International Journal of Academic Research and Development*, 3(6), 164-169.
- Nthiga P. n.d. *Recruitment and Selection*; MBM5201 Human Resource Management; Department of Business and Social Studies, Module; Mount Kenya University, Thika.
- Olannye, P. A., & Aliku, I. H. (2022). Dispute resolution strategies in the banking sector: a tool for boosting worker productivity. *Journal of Global Social Sciences*, 3(12), 47-74.
- Pandey, P., & Pandey, M. M. (2021). *Research methodology tools and techniques*. Bridge Center.
- Pattanayak, B. (2020). *Human resource management*. PHI Learning Pvt. Ltd.
- Pendola, A., & Fuller, E. (2021). Inner fortitude? Internal promotions and high-level staff changes. *Journal of Education Human Resources*, 39(1), 18-53.
- Pham, N. T., Jabbour, C. J. C., Pereira, V., Usman, M., Ali, M., & Vo-Thanh, T. (2023). Human resource management best practices, employee ethics, and corporate citizenship geared at the person. *Human Resource Management Journal*.
- Princeperelson and Associates n.d. *7 Ways to Improve Employee Retention*; Salt Lake City, Utah.
- Princeperelson and Associates n.d. *The History and Evolution of the Recruitment Industry*, Salt Lake City, Utah.
- Priya A.,(2020). Case Study Methodology of Qualitative Research: Key Attributes and Navigating the Conundrums of its Application; journals.sagepub.com.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). A mediating model of the relationship between transformative leadership and employee performance and citizenship behavior in the workplace. *Heliyon*, 8(11).
- Root G.(2017). *Advantages and Disadvantages of Internal Recruitment*; www.smallbusiness.chron.com.

- Rose, H., McKinley, J., & Baffoe-Djan, J. B. (2019). *Data collection research methods in applied linguistics*. Bloomsbury Academic.
- Saffar, N., & Obeidat, A. (2020). Total quality management methods and their impact on productivity, with knowledge sharing as a moderating factor. *Management Science Letters, 10*(1), 77-90.
- Sammut, R., Griscti, O., & Norman, I. J. (2021). Strategies to improve response rates to web surveys: a literature review. *International Journal of Nursing Studies, 123*, 104058.
- Shaheen, I., & Mir, P. A. (2022). Research on the Impact of Job Transfer on the Happiness of Hospital Paramedic Workers. *resmilitaris, 12*(3), 3043-3055.
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., ... & Robinson, J. (2015). *Performance and compensation management theories, procedures, and approaches*. Cambridge University Press.
- Singh H., Prashar S., Vijay T.S. (2015). Predicting Indian Shoppers' Malls Loyalty Behaviour.
- Slavković, M., Pavlović, G., & Simić, M. (2018). Confirming the mediation function of the company brand in the connection between employee recruitment and satisfaction. *Ekonomski horizonti, 20*(2), 127-139.
- Tadesse, A. (2017). *How Dashen Bank SC's Promotion Policy Affects Employee Happiness on the Job* (Doctoral dissertation, Addis Ababa University).
- Thakur S., Chetty P. (2020). *How to establish the Validity and Reliability of Qualitative Research*. Project Guru. Projectguru.in.
- Tzafrir S.S, Harel G.H. (2012). *HRM Practices in the Public and Private Sector: Differences and Similarities*, SPAEF Online.
- West, C., Ricks, J., Strachan, C., Iacono, J., & Shay, C. (2019). Factors that influence recruitment and retention.
- Wikipedia. *The National Bank of Kenya Limited*, The Free Encyclopaedia.

Williams, P., McDonald, P., & Mayes, R. (2021). Attracting and selecting candidates in the digital age of the gig economy. *The International Journal of Human Resource Management*, 32(19), 4136-4162.

Yanti et al., (2022). *Effect of Recruitment on Employee Performance*; www.researchgate.net December.



APPENDICES

Appendix I: Informed Consent Letter

To whom it may concern

RE: INFORMED CONSENT

I am Anne Wanjiru Nyaga, a student at Mount Kenya University, Meru Campus, and student admission no. MBA/2021/42984. I am pursuing a Masters of Business Administration (MBA), Human Resource Management option.

Mount Kenya University has authorized me to conduct research on “**An Assessment of Internal Recruitment Practices on Employee Performance of National Bank of Kenya**” in Nairobi County, in December 2023.

Through random sampling, you have been identified as a respondent for this research. Therefore, the respondent is hereby requested to fill in the attached research survey questionnaire objectively, accurately, and clearly, and return it within one week of receipt. Note that all the information collected will be confidential and will only be used for academic research purposes.

Please sign this informed consent letter as an indication that you have read and understood the contents and are willing to participate in this voluntary research survey.

Researcher: **Date:**

Respondent: **Date:**

Appendix II: Questionnaires

Please provide your responses to the following questions as accurately as possible. Your participation is entirely confidential and anonymous. The information you provide will be used solely for academic research purposes. Please mark the appropriate box [] or provide a brief statement where necessary. This Questionnaire will be administered to respondents at the National Bank of Kenya Limited.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

(a) Male []

(b) Female []

2. Age Bracket

(a) 18 – 26 []

(b) 27 – 35 []

(c) 36 – 44 []

(d) 45 years and above []

3. How many years have you worked in the banking sector?

(a) Less than 1 yrs []

(b) 1 – 3 yrs []

(c) 3 – 6 yrs []

(d) 6 – 9 yrs []

(e) Over 10 yrs []

4. Highest level of education

(a) Secondary []



(b) College []

(c) University Degree []

(d) Postgraduate []

5. Position held in the organization

(a) Senior Manager [] (b) Branch Manager [] (c) Banker []

(b) Department Staff [] (e) Support Staff []

SECTION B: INTERNAL RECRUITMENT PRACTICES

Kindly indicate the extent of your agreement on the following statements on internal recruitment practices and employee performance. Kindly use the following scale: Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

Statements	5	4	3	2	1
Promotion practice					
The institution has a promotion policy for employees					
Promotion is usually accorded to an employee who is already working in this Bank Branch					
Promotion is based on merit in this organization					
Promotion opportunities are clear in this organization					
Promotion act as reward for past performance of employees in this organization					
The organization promotes employees who have stayed in the Bank for a considerable period					
Promotion opportunities allow employees to advance their					

ranks in this organization					
Transfer practice	5	4	3	2	1
There is a clear transfer policy for employees in this organization					
Anytime a job opens up in this company, transfer requests may be approved.					
An employee who has consistently shown exceptional performance is being moved to a different division in order to raise overall productivity.					
Transfers are utilized to minimize politics between staff in this organization					
Re-employment practice	5	4	3	2	1
Former employees are recalled to fill some vacancies in this organization					
The re-employment practices in our organization effectively match employees' skills and qualifications with available job roles					
The re-employment process in our organization promotes a smooth transition for returning employees					
Employees who have been re-hired by our organization tend to exhibit better job performance					
Our organization's re-employment practices result in increased employee motivation and commitment					
Job bidding practice	5	4	3	2	1

Bulletin boards are used to place vacancy announcement to all employees in this organization					
lists are used to place vacancy announcement that is accessible to all employees in this organization					
job bidding provides employees with opportunities for skill development and career advancement					
job bidding practices have a positive impact on employee morale and job satisfaction					
job bidding practices motivate me to improve my job performance and skills					

SECTION C: EMPLOYEE PERFORMANCE

Kindly indicate the extent of your agreement on the following statements on employee performance. Kindly use the following scale: Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

Statements	1	2	3	4	5
I exceed the established targets in this Organization					
I carry out my responsibilities efficiently					
I am effective in handling the assigned duties					
I am recognized for superior performance in this institution					
I value the quality of my work					

Thank you for your participation and co-operation

Appendix III: Interview Guide for Head of Personnel Services

1. Give an overview of your organization's internal recruitment practices?

.....
.....
..

2. Describe organizational process for selecting internal candidates for job openings

.....
.....

3. How do you measure the performance of employees who have been recruited internally compared to those hired externally?

.....
.....

4. What challenges do you encounter in your internal recruitment practices?

.....
.....
.....

5. In your opinion, what improvements or changes could be made to enhance the effectiveness of internal recruitment in your organization?

.....
.....
.....
.....

Thank you for your time

Appendix IV: ERC Clearance



REF: MKU/ISERC/3278
TO: ANNE W. NYAGA

Date: 30 October 2023

REG: MBA/2021/42984

Dear Sir/Madam,

RE: AN ASSESSMENT OF INTERNAL RECRUITMENT PRACTICES ON EMPLOYEE PERFORMANCE OF NATIONAL BANK OF KENYA


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2322**. The approval period is **30/10/2023 - 29/10/2024**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Appendix V: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2021/42984

31st October, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: ANNE W. NYAGA - REGISTRATION NO. MBA/2021/42984

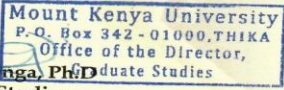
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is **“An Assessment of Internal Recruitment Practices on Employee Performance of National Bank of Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2023 and January, 2024.**

Any assistance accorded to the student will be highly appreciated.



Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies


Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix VI: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 392158	Date of Issue: 15/November/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. Anne W Nyaga of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: AN ASSESSMENT OF INTERNAL RECRUITMENT PRACTICES ON EMPLOYEE PERFORMANCE OF NATIONAL BANK OF KENYA for the period ending : 15/November/2024.</p>	
License No: NACOSTI/P/23/31550	
392158 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer-generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

AN ASSESSMENT OF INTERNAL
RECRUITMENT PRACTICES ON
EMPLOYEE PERFORMANCE IN
NATIONAL BANK, NAIROBI
COUNTY, KENYA

by ANNE W.

Submission date: 29-May-2024 04:13PM (UTC+0300)

Submission ID: 2387313514

File name: FINAL_PROJECT_2024_-_MBA202142984_-_ANNE_W_NYAGA_B.docx (7.53M)

Word count: 20170

Character count: 120379

Moun

AN ASSESSMENT OF INTERNAL RECRUITMENT PRACTICES ON EMPLOYEE PERFORMANCE IN NATIONAL BANK, NAIROBI COUNTY, KENYA

ORIGINALITY REPORT

20% SIMILARITY INDEX	16% INTERNET SOURCES	4% PUBLICATIONS	12% STUDENT PAPERS
--------------------------------	--------------------------------	---------------------------	------------------------------

PRIMARY SOURCES

1	iosrjournals.org Internet Source	1 %
2	repository.anu.ac.ke Internet Source	1 %
3	Submitted to Strathmore University Student Paper	1 %
4	Submitted to Republic of the Maldives Student Paper	<1 %
5	Submitted to Intercollege Student Paper	<1 %
6	Submitted to Centria UAS Student Paper	<1 %
7	Submitted to Regent Business School Student Paper	<1 %
8	Submitted to University of Northumbria at Newcastle Student Paper	<1 %

MOL

171	thesis.eur.nl Internet Source	<1 %
172	www.affordable-dissertation.co.uk Internet Source	<1 %
173	www.ebic.org Internet Source	<1 %
174	www.growingscience.com Internet Source	<1 %
175	www.science.gov Internet Source	<1 %
176	www.universepg.com Internet Source	<1 %
177	crystal scott. "A Correlational Predictive Study of Core Self-Evaluations, Grit, and Success Expectancy", Research Square Platform LLC, 2024 Publication	<1 %

Exclude quotes Off Exclude matches Off
 Exclude bibliography Off

Moun