

**EFFECT OF HUMAN RESOURCE DEVELOPMENT PROGRAMME ON  
EMPLOYEE PERFORMANCE IN KENYA COMMERCIAL BANK  
CONTACT CENTRE**

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Requirements for the Award of Master of Business Administration  
Degree (MBA) School of Business, University of Nairobi**

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## DECLARATION

I declare that this project is my original work and has not been presented elsewhere for an award or examination in any other institution.

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This project has been submitted for examination with my approval as a university supervisor.

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## **DEDICATION**

This research project is dedicated to my parents Humphrey and Helen Munyendo for their unwavering belief in me and also to my sisters Maryana and Sally for their love sacrifices and prayers.

## **ABSTRACT**

Human resources development is a framework developed for helping employees to develop their personal and organisational skills knowledge and abilities. The focus of all aspects of human resources development is on developing the most superior work force so that the organisation and individual employees can accomplish their work goals in service to customers. It focuses on expanding employees' potential through conscious and unconscious learning process with the view of enabling the individual to take up future roles within the organisation. The attention is more on the learner than on the learning.

The main objective investigated during the study was to determine the effect of human resources development programmes on employee performance. The research adopted a longitudinal case study where the unit of study was KCB contact centre and time series analysis was used to analyse the data.

The study recommends that KCB Contact centre should consider integrating human resources development programmes with the organisations objectives. While implementing human resources development programmes, organisations ought to embrace all the programmes wholly and integrate them well with their organisational goals and objectives if they are to remain competitive. In conclusion employees are important resources and should be involved in the planning of the human development programmes to make the whole process participatory. Further study should be done on the perceptions of the employees on the human resources development programme offered by the bank and their effect on employee performance.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

To develop a competitive advantage, it is important that firms truly leverage on the workforce as a competitive weapon. A strategy for improving workforce productivity to drive higher value for the firms has become an important focus. Firms seek to optimize their workforce through comprehensive human capital development programme not only to achieve business goals but most important is for a long term survival and sustainability. To accomplish this undertaking, firms will need to invest resources to ensure that employees have the knowledge, skills, and competencies they need to work effectively in a rapidly changing and complex environment (Ghebregiorgis, 2007).

Performance has been defined not only as what people achieve, but also on how they achieve it. High performance results from appropriate behaviours especially discretionary behavior, and the effective use of required knowledge, skills and competencies. Armstrong (2006) indicates performance as both behavior and results and emphasizes that both behavior (input) and results (output) need to be considered when managing performance. Performance of an organisation is the outcome of activities of individuals' behavior and personal traits, organisations can neither influence nor control all factors affecting the performance of individuals and units through formal and informal means. Greater influence on individuals can be exercised informally through communication, work culture and management styles (Nginyo, 2010).

The overall purpose of performance is to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of business process and for their own skills and contributions within a framework provided for effective leadership.(Armstrong, 2006), Performance in firms is managed through human recourses performance management programme. Performance management can be defined as a systematic process of improving organizational performance by developing the performance of individuals and teams. Dessler, (2008) defines it as a process that unites goal setting, performance appraisal and development into a single, common system whose aim is to ensure that that the employee's performance is supporting the Organisation's strategic aims.

### **1.1.1 Human Resource Development**

According Armstrong (1999), human resources development is concerned with providing learning and development opportunities, making training interventions. The overall aim of human resources development is to see that the organisation has the quality of people it needs to attain its goals for improved performance and growth. The aim is achieved by ensuring as far as possible that everyone in the organisation has the knowledge and skills and reaches the level of competence required to carry out their work effectively, that the performance of individuals and teams is subject to continuous improvement and people are developed in a way that maximizes their potential for growth and promotion. The development of employees begins when the individual enters the organisation and does not end until they leave.

Human Resources Development involves learning which is a relative permanent change in behavior that occurs as a result of practice or experience. Education which is the development of the knowledge and understanding required in all aspects of life rather than the knowledge and skills related to a particular area is also an activity of human resources development (Hodgetts and Hager, 1999).

The principal elements of human resources development include effective resourcing, induction and deployment of high quality employees, identification and improvement of skills and motivation among existing and long serving employees, regular job analysis in relation to organisational objectives and individual skills, performance management and assessment of the human resources through identification of key tasks, a focus on skills and general abilities rather than paper abilities and provision of opportunities for personal growth and self development in the process helping people to manage their own careers (Torrington & Hall, 2005).

Al-Khayyat (1998) argues that systematic human resources development maximizes the human capital of an organisation, devoting time, money and thought to improve the pool of essential competencies among its staff. It has a general impact on business performance by enhancing product knowledge and service expertise. Human resources development emphasizes people are people instead of numbers and the programme motivates staff, drawing on their talent and demonstrating that they are valued by the organisation it is also claimed to empower staff, allowing individuals to take a measure

of control over their own careers and develop life patterns that offer increased opportunity and satisfaction (Price, 2007).

The fundamental principle of human resources development is that it goes further than training programme. According to Jackson et al (2009), training and human resources development are used together to bring about the overall improvement of employees performance. Training programme have very specific and quantifiable goals such as understanding a specific process, on the other hand development programme concentrate on broader skills that are applicable to a wider variety of situations such as decision making ,leadership skills and goal setting, training programme are typically tied to particular subject matter and are applicable to that subject only, while human resources development programme centre on cultivating and enriching broader skills useful in numerous context.

Human recourses development fits into the human resources strategy of an organisation as a part of a planned and systematic process in which competencies are identified by a performance management system which are then matched with the needs specified by the human resources strategy then the gaps are addressed by the development programme. Within a human recourses development programmes training is geared towards planned development rather than being an isolated activity unconnected to the organisations objectives. Most human recourses development programme use a combination of organized patterns of experience as well as formal training (Goldrick and Stewart, 1996).

### **1.1.2 Human resources development programme.**

Yaqub and Hassan (2010) refer to human resources development programme as initiatives to improve the long term capability of an employee to successfully perform in the organisation and beyond. The aim is to better the capacity of the employee for now and the future. They target employees in management and those in non- management positions. It is delivered through intervention by the employer and or employee. These programmes are categorised into two, on the job development initiatives and off the job development. On the job development programme include job rotation where employees are moved across departments to broaden their understanding of the entire organisation. Coaching and understudy programme are where the employee works directly with a senior colleague who delegates and assists the employee to understand the job. Action learning gives employees time to work full-time on projects, analyzing and solving problems in departments other than their own.

Off the job development programme include case study programme in which employees are presented with a written description of an organisational problem. The employee analyses the case, diagnoses the problem, and presents his/her findings and solutions in a discussion with other employees. Cole, (2002) explains management games where employees are divided into groups of 5 to 6 persons, each of which competes with the others in simulated market place can take place. The group that makes the best decisions will win the contest. Off the job programme are also offered in outside seminars where many companies and universities collaborate to offer web-based and traditional management development programme accessible to employees. There is also University

related programme in which many universities provide executive education and continuing education programme in areas such as leadership, supervision and others can range from one day to five days. Some of these programmes may be offered online. Role playing is key, of which its purpose is to create a realistic situation and then have the employees assume the parts (or roles) of specific persons in that situation.

Behaviour modelling involves- showing employees the right way of undertaking an activity, letting the employees practise that way (Role Playing) and then giving feedback on the employees' performance (Social Reinforcement). The employee is then encouraged to apply the new skills at work (Transfer of Training). Corporate universities and in-house development centres many firms, particularly the large ones, work with universities to develop tailor-made programme to improve their employees' capacity. Some companies develop in-house programme for staff development. They may even invest in training and development centres for their staff as well as for use by external parties. In the executive coaches development programme me firms use executive coaches to develop their top managers' effectiveness. An executive coach is an external consultant who facilitates professional qualification programme that are aimed at enabling staff to acquire professional qualification in their career lines. The firm sponsors and gives time off to staff to attend these programmes (Price, 2007).

### **1.1.3 Employee Performance**

Performance refers to how well an employee is fulfilling the requirements of the job; basically, the quality of an employee performance is determined by a combination of

three factors, effort, ability and direction. Efforts refer to how hard a person works, ability is concerned with the persons capability and direction refers to how well the person understand what is expected on the job (Rue,1993). Although a person's performance is somewhat dependant on effort. It should be measured in terms of results achieved, not in terms of efforts expended. An employee's performance can be influenced by certain environmental factors that are not under the employee's direct control, for example inadequate work facilities and equipment, restrictive policies that affect the job lack of cooperation from other people and departments. To obtain a certain level of performance, all the three factors that determine the quality of performance must be present to some extent. The key to obtaining good performance is therefore to encourage effort by employees, to develop their ability through training and to clearly communicate what they are expected to do on the job (Schuler, 1993).

A major purpose of human resources development is to remove deficiencies whether current or anticipated, that cause employees to perform at less than the desired level. Training for immediate performance improvement is particularly important to organization with stagnant or declining rates of productivity. It is also important to organisations that are rapidly incorporating new technologies and consequently increasing the likelihood of employee obsolence. With long term focus, development activities prepare employees for future career moves, even if they have not been identified, development activities also ensure that employees are qualified to the positions to which they aspire. When actual performance and desired performance differ, human resources development may be needed, (Sharkie, 2000).

According to Price (2007) more recently performance measurements have had wider purposes which include identifying and enhancing desirable work behavior and reinforcing this behavior by linking rewards to measured performance. Employee's ability to meet performance expectations is based on individual levels of capability, degree of support provided by management and the process, systems and resources made available to them by the management. Performance assessments in most organisations tend to be formalized; they take the shape of preprinted forms and typed instructions prepared for the appraising manager or supervisor. Dates of completion and return are fixed as the whole process is monitored by the human resources department. Performance assessment can be done using the self assessment method, peer assessment, line management assessment, upward assessment and the 360 degree feedback.

With the rise of knowledge based organisations in the information age, performance is increasingly being determined by factors that cannot be overseen, including intelligent experimentation, ingenuity, interpersonal skills and resilience in the face of adversity among others. Critical ideas and information fail to rise to the top when employees find it risky to disturb senior management emphasize and preoccupation with speed, efficiency and timely performance. Organisations delay, discourage or under staff investments in areas where development is critical because switching to a new approach can lower performance in the short run. Rewards and recognition may be exclusive to individuals or teams with the highest efficiency resulting in a competitive reluctance of people to share ideas or best practice with their colleges. (Edmondson ,2008)

#### **1.1.4 Effect of Human Resource Development Programme on Employee**

##### **Performance**

The performance of every enterprise is based in large measure upon the quality of human resources. Capable employees must be secured, trained, and organized into effective interacting groups. Favorable relationships must also be developed with external human resources such as customers, stockholders, under-writers, and creditors. These unmeasured assets are becoming progressively more important. When a firm's human resources are strategically aligned to fulfill the firm's goals, good human resource practices will help improve the firm's performance (Sharkie, 2000).

Firms with effective Human Resources Development programme encourage continuous improvement and break through innovations. Human resources development programme when strategically implemented would improve productivity and firm performance and reduce employee turnover. Human resources development programme contribute to a firm's competitive advantage because they help develop specific human capital and generate tacit organizational knowledge. Development programme also improve on employees social skills through group discussions, team building activities , role playing exercises and use of assessment centers they learn on how to deal with diversity at the work place (Dessler, 2008).

#### **1.1.5 Kenya Commercial Bank Contact Centre**

Kenya commercial bank group human resources policy and strategy document (2009) on employee development policy states that the bank will provide employee training to build

or enhance technical and leadership competences that support delivery of organizational goals now and in future. Investment in training and development not only contributes to the quality and effectiveness of the bank, it also serves to motivate and retain employees. Employee development is geared to address both organizational needs (the competences required to achieve organizational goals and objectives) and individual needs (the competences employees require to do their job), and reflect the bank's organization's overall philosophy on learning. Presently the human resources development programme used within the bank include group exchange, management development, special projects, stretch assignments leadership management and professional qualification programme (Armstrong, 2006).

Employee performance management is an integral part of the overall Kenya Commercial Bank strategy and relates employee work performance and achievements to the operational and strategic performance of the organization. The purpose is to achieve clear individual ownership, responsibility and accountability in delivering business performance. Strategies used include the Balanced Business Scorecard which is defined and communicated annually. Employee performance management provides an opportunity to build trust and foster constructive and productive working relationships, particularly between employees and their supervisors. Employee performance is monitored through quarterly performance appraisal. A formal performance appraisal is conducted at the end of the performance management cycle. The appraisal outcomes will be documented and kept in the employees' files (KCB HR bulletin, 2010).

Kenya Commercial Bank contact centre was established in 2009 .This was a result of the Bank strategic move to improve on the customer service offered. It was formed to support the Kenya Commercial Bank group's core banking and mortgage units by driving profitable growth across the region and as well as initiating process that are aimed at improving customer service. A contact centre is a central point in an organisation where customers' interaction in form of letters, faxes, phone calls, text messages, emails and voice mails is managed. It provides a range of communication channels through which a customer can contact an organisation for a particular enquiry and have the same resolved within the shortest time possible. The department sits within Kenya Commercial Bank's Retail Division and offers a range of support to both internal and external customers who reach the bank through the above mentioned communication channels, out bound campaigns on various products and services to the customers are also conducted from the centre (KCB Contact Centre Policies and Procedure, 2009).

The contact centre handles a majority of simple customer interactions by use of dedicated, well trained frontline staff, to stem the customer traffic that would otherwise need to contact the branch about a service issue. The centre is also tasked to measure the performance of the bank's service network and to create a data base of customer feedback and report on products and services. The department is aimed at enabling the bank to realize faster turnaround time on general enquiries and ensuring service where customers will get consistent service standards across when utilizing the contact centre services. Currently the contact centre has 50 permanent employees headed by Head of Customer Service. These employees are divided into two different sections; front office and back

office. Front office team receives customers enquiries on first interaction, the back office team mainly provide support to the front office team on enquiries that require further investigations and follow up with the other business units within the bank. (KCB Contact Centre Policies and Procedure, 2009).

## **1.2 Statement of the Problem**

Human resources development enhances skill, knowledge and competence and ultimately worker performance and productivity in organizations (Price, 2007). Many organizations in both the public and indeed the private sector engage in Human Resources Development programme of staff and have departments, units and sectors in charge of Human Resources Development programme. In cognizance of the need to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations.

At the Kenya Commercial Bank contact centre, Human Resources Development programme are coordinated by the training manager whose role is to ensure that the staff at the contact centre are well equipped to attend to customers enquiries in a fast ,consistent ,efficient and trackable manner, and to provide operational direction to agents to ensure emphasize on behavior that drives performance. There is much emphasis on training the staff on Kenya Commercial Bank products and services on the basis that the customer comes first. Development programme like coaching and mentoring, and personal development programme have been overlooked at the contact centre where the most valuable asset is the human capital hence it should be ensured that staff perform to

the best of their ability. The centre is the one stop contact for the banks stake holders thus the employees working in this department must undergo human resources development programme to motivate them offer delightful customer experience in all their interactions. There is a continual need for the process of staff development, and training that should form part of employee programme in the Kenya Commercial Bank Contact Centre. Training and development should be viewed therefore as an integral part of the process of total quality management.

Several studies have been undertaken locally on the aspect of employee development. Agala (2000) researched on the relationship between training and development programme and job satisfaction and found out that there is indeed some relationship between job satisfaction and training and development programme. On his part, Lutomia (2004) studied on factors affecting training and development of employees in a security firm in Kenya.

Gakuru (2006) investigated on the relationship between training practices and performance. She found out that participant's response to the programme is most evaluated in organizations practicing systematic training. It is evident from the above studies that there has been no study on the effect of human resources development programme on employee performance in Kenya Commercial Bank Contact Centre. This therefore leads to the following research question: What effect does the human resources development programme have on employee performance in Kenya Commercial Bank Contact Centre?

### **1.3 Research Objective**

To determine the effect of Human Resource Development Programme on employee performance in Kenya Commercial Bank Contact Centre.

### **1.4 Importance of Study**

This study will aid various stakeholders. Top on the list is Kenya Commercial Bank Contact Centre who will obtain details what effect Human Resources Development programme have on employee performance in the face of numerous challenges facing the sector both from within and outside the industry. In addition the study will be an invaluable source of material and information to the many other contact centers operating within Kenya. By having a competent workforce, the sector will also be able to achieve its objective much faster and attain consequent growth of the individual centers.

The management and staff of the Contact Centre will find this study an invaluable source of material in developing and harnessing their human resource asset in the present day competitive business environment. This study will provide insight on some of the challenges that may be faced in implementing human resources development programme of their workforce in harnessing their employee performance. The management will strive to avoid the pitfalls and capitalize on the strengths. For academicians, this study will form the foundation upon which other related and replicated studies can be based on. Investors can also gain an insight on the business and its strategic position within the environment, which can assist them in determining their investment viability.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Human Capital**

For any enterprise to function effectively, it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might use its outputs and finally people, which is the human resource, to run the enterprise. The effective management of people at work is Human Resource Management (Armstrong, 1996). Human resource management has emerged as a major function in most organizations and is the focus for a wide-ranging debate concerning the nature of the contemporary employment relationships. Managing human resources is one of the key elements in the coordination and management of work organizations.

The term human capital was originated by Schultz (1961) and a more detailed definition was put forward by Bontis et al (1999) who observed that, human capital represents the human factor in the organisation, the combined intelligence skills and expertise that gives the expertise to the organization and its distinctive character. The human elements of organization are those that are capable of learning, changing innovating and providing creative thrust which if properly motivated can ensure the long term survival of the organization. The added value that people can contribute to an organization is emphasized by the human capital theory. It regards people as assets and stresses that investment by organization in people will generate worthwhile returns; the theory therefore underpins the philosophies of human capital management.

According to Barnet (1991), sustainable competitive advantage is attained when a firm has a human resources part that cannot be imitated or substituted by its rivals. Boxall (1996) refers to this situation as one that confers human capital advantage for the employer.

Investments in training and development of people is means of attracting and retaining human capital as well as getting better returns from those investments. These returns are expected to be improvement in performance, productivity, flexibility and the capacity to innovate that should result from enlarging the skill base and increasing levels of knowledge and competence. However, Davenport (1999) has some cautionary words about the asset base content of human capital theory, he argues that workers should not be treated as passive assets to be bought sold and replaced at the whims of their owners, instead workers may regard themselves as free agents who can choose how and where they invest their talent time and energy. He argues that though human capital may be of interest in an organization, it should not divert attention from other aspects of intellectual capital, social and organizational capital which are concerned with developing and embedding the knowledge possessed by the human capital.

## **2.2 Human Resource Development**

Human resources development programme are those activities performed by human resources department for the purpose of creating optimum employees in terms of satisfaction and performance. Yaqub and Hassan (2010) states that the path to creating optimum employees necessitates focusing on the needs of the employee with the goal of

fostering commitment to the employer. Committed employees are most likely to demonstrate high performance and meet the organisations needs for profitability. There is a considerable variation in the way human recourses development programme are organized and conducted. The difference is greatest between large and small organisations. Human recourses development in small organisations is likely to be unsystematic while large organisations may offer sophisticated, highly structured and expensive developmental programme. The main aim of human resources training programme is to achieve a well trained workforce and as such employees make better products ,serve the customers more effectively and are likely to have more ideas about how to change the process and the products to improve quality and efficiency. The benefits of a well trained workforce however can only be realized if the training effort is properly managed.

A Human recourses development programme is business led ; in that it is initiated by the strategic plans of the organization which define where it is going ,the resources it needs to get there and level of performance required to meet the business goals .Human Resources Development strategy is a declaration of intent which sets out how human recourses development processes, policies and programme will contribute to the achievement of organizational goals contained in the business plan, (Klein, 2002). It should demonstrate the real links between learning, development and training activities and business performance and indicate how these activities will add value and contribute to achievement of competitive advantage. Human recourses development programme should be evaluated overally against the aims as expressed in the human recourses

development strategy document. The evaluation should be conducted by surveying the reactions of internal customers and also the impact made on the individual, team and organization performance. The level and quality of service provided by human resources development depends to a large extent on how it is valued by top management. When it's a critical component of the strategic policy of the organisation, human resources development is able to function much better. Human resources development is actually done best by each and every manager of the organization. If the programmes are not well implemented people issues will always arise as these human resources development programmes are merely looked upon as an afterthought as the organization continues to grow and prosper (Yaqub and Hassan, 2010).

### **2.2.1 Human Resources Development Programme**

Human resources development is a strategic approach to investing in human capital. It draws on other human resources processes, including resourcing and performance assessment, to identify actual and potential talent. Human resources development provides a framework for self development, training programmes and career progression to meet an organisation's future skill requirements Price (2007). Human resources are the most dynamic of all the organization resources, they need considerable attention from the organisation management to realize their full potential at work, human resources development programmes are categorized as below and include:

Job rotation is designed to give an individual broad experience through the exposure to many different areas of the organisation the employee goes from one job to another within the organisation generally remaining in each from six months to a year. This technique is frequently used by large organisations for training recent college graduates. The benefits include employees being able to see how job principles can be applied in a cross section of environments and allows the employee to become familiar with the entire operations of the organisation. The disadvantage of the programme is that the employee is frequently given manual assignments in each job and there is tendency by the management to leave the employee in each of the jobs longer than required (Rue and Byars, 1993).

Coaching and understudy development programme. Price (2007) .Understudy assignments are used to develop an individual's capabilities to fill a specific job, an individual who will eventually be given a particular role works for the incumbent. Coaching is carried out by experienced managers and emphasizes the responsibility of all managers for developing their subordinates. Experienced managers advise and guide the employees in solving problems. The idea behind coaching is to allow the employees develop their own approaches within the counsel of a more experienced person. The advantage of coaching is that employees get practical experiences and see the results of their decisions immediately. However there is the danger that the coach may neglect their responsibility and instead pass bad work practices (Rue and Byars, 1999).

Management and supervisory development is concerned with developing the attitudes and skills necessary to become and remain an effective manager. To be successful it must have the full support of the organization's top executive. Armstrong (1999) state that the programme should be designed, conducted and evaluated on the basis of the objectives of the organisation, the needs of the managers' involved and probable changes in the organisations management team. It involves the training of managers and supervisors in basic leadership skills enabling them to function effectively in their positions. The participants involve individuals above the first two levels of supervision and below senior executive management. The programme includes teaching decision making skills, creating and managing successful work teams, allocating resources effectively, budgeting, goal setting and business planning. Supervisory development addresses the unique situation of the supervisor as a link between the organisation management and workforce (Cifalino and Baraldi, 2009).

Special projects development programme require one to learn about a particular subject, the individual will in turn learn to work with and to relate to other employees. It is of critical importance that the special projects provide a developing experience. The programme is mostly used in large organisations that form special committees to concentrate on implementation of specific tasks (Price, 2007). Career development of employees cover the formal development of an employee's position within an organisation by providing a long term development strategy. Career development represents a growing concern for employee welfare and the long term needs of employees. To remain effective, career development programme must allow individuals

to articulate their desires. For the individual it involves stating career goals, the assessment of necessary action and the choice implementation of the necessary actions Cifalino and Baraldi (2009). Specific HRD programme can be set for women to focusing on greater self awareness and appreciation of career awareness. Coaching and mentoring development programme have been found to be highly effective, this involves offering acceptance of anxiety and concerns ,counseling from a basis of dealing with similar experiences and providing a role model and friendship within the organization (Hodgetts and Hagger ,1999).

Business games generally provide a setting for a company and its environment and require a team of players to make decisions involving the organisation operations. According to Hodgetts and Hegar (1999) business games involve the use of computer facilities where several different teams act as organisations with a type of industry. The programme forces the individual not only to work with other group members but also function in an atmosphere of competition within the industry. The benefit is that reality is stimulated for the participants, decisions are made in a competitive environment of which immediate feedback is provided and decisions are made using less than complete data, increasing the thought process for decision making in the players. The drawback is that the participants sometimes simply attempt to determine the key to winning, thus the game is not used to its full potential of learning.

### **2.2.2 Employee Performance**

Performance has been previously defined by three dimensions, efficiency, effectiveness and adaptability (Bred up and Bredup, 1994), one of the critical aspects of the management of a company is the performance evaluation. Traditional approach to performance evaluation focused exclusively on financial measures such as return on equity, cash flow and earnings per share. However companies are realizing that they are other key success factors which may prove critical to long term success. These non financial measures include human resources, customers' satisfaction, product quality, market share, innovation and learning.

Performance has been used to describe such aspect as bottom-line profits, other financial indicators such as share price, doing better than competitors that is moving up the league table; maximum organisational effectiveness, given the resources deployed and achieving specified organisational objectives Torrington et al (2008) argues that a particular set of mutually reinforcing human development programme is likely to have more impact on performance than applying one programme or some of them in isolation. The words performance management is sometimes used to imply organisational targets, frameworks, measurements and metrics. The meaning of performance management has been described by Cole (2002) a harder performance improvement approach compared with the softer developmental and motivational approaches to aligning the individual and the organisation which equates to good management practices.

While the employees are working to achieve the performance agreed, the manager retains a key enabling role, organizing the resources and off job training is clearly essential. Ongoing coaching during performance of tasks is especially important as managers guide employees through discussions and constructive feedback, regular formal reviews and assessment are needed to concentrate on developmental issues and to motivate the employee, also an annual review and assessment is needed, of the extent to which objectives have been met (Williams, 2002). They are a number of indicators by which company performance may be judged, according to Johnson et al the balance score card offers both qualitative and quantitative measures that acknowledge the expectations of different stake holders and relate an assessment of performance in choice of strategy. In this way performance is linked to both short term outputs and process management.

### **2.3 Effect of human resource development programme on employee performance**

Human resources development encompasses the development oriented activities of the organisation, for an individual to perform productively, the climate prevailing in the organisation needs to be conducive for development DeSimone et al (2003). Evaluation of human resources development programme should take place, addressing whether strategic objectives of the organisation have been met and whether employee performance has improved. The results of the evaluation may be used to influence the perceptions of effectiveness of the programme as well as resource allocation for human resources development based on performance. Evaluation could also enable the securing of human resources development champions among senior management. Evaluations is

undertaken for several reasons. Generally the reasons fall into two categories, to improve the human resources development programme and to decide whether or not to continue with it (Burrow and Berardinelli, 2003).

According to Hodgetts and Hegar (1998) development programme require an emphasis on decision making and customer handling skills together with in depth product and services knowledge. In the absence of managerial back up it is necessary that empowered staff have a wide understanding of the organization's functions and goals. They must be able to function well under in unclear circumstances, without detailed prescriptive rules and be flexible and proactive enough to make events happen. To hire and keep quality employees, it is good policy to invest in the development of their skills, knowledge and abilities so that individual and ultimately organizational productivity can increase (Jackson et al, 2009).

The learning experiences of the employees during the human resources development process trigger training, education, peer coaching and leadership roles, human resource development programme give an opportunity for both informal and formal learning moments, employees are motivated to improve their productivity at the work place. According to Al-Khayyat, (1998), the best competitors use human resources development programme to improve the ability of their workforce to implement their business strategy, development programme help new and experienced employees continually improve the quality of their services. Retention of employees in any organisation is also influenced by the development programme in place as many employees seek out employers who

provide developmental programme that facilitate career advancements. Once an employee undergoes a developmental programme there is evidence in reduce learning time required to help the employee reach acceptable standards of performance. Organisations therefore have a role to play in creating sustainable environments in which human resources development programme can be implemented ,these development process are concerned with influencing people to contribute more to the organisation, the programme should be applicable to performance in a current or anticipated job (Miner, 1995).

There are several reasons for emphasizing the growth and development of employees which include creating a pool of ready and adequate replacements for employees who may leave or move up in the organization, enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff, building a more efficient, effective and highly motivated team which enhances the company's competitive position and improves employee morale. (Allis, 2011) the benefits of human resources development programme are many which should be a motivating factor for developing employees more often. The benefits include increased productivity, improve quality of work and skills, knowledge, understanding and attitude and optimum utilization of human resources. Employees frequently develop a greater sense of self-worth, dignity and well-being as they become more valuable to the firm and to society. Generally they will receive a greater share of the material gains that result from their increased productivity. These factors give them a sense of satisfaction through the achievement of personal and company goals (Cole, 2002).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Research Design**

A longitudinal case study research design was found to be the most ideal as it would allow in depth examination of the problem and also because the study is qualitative in nature, This will help the researcher to find the underlying principle as it would provide a systematic way of looking at the events, collecting data analyzing information and reporting results. Case studies provide insight for problems solving evaluation and strategy.

### **3.2 Data Collection**

Secondary data was collected from human resources department on development programme reports and employees' performance appraisal reports for the period 2008 to 2010 which are kept in the employees' personnel file. The contact centre has a population of 46 employees. The study captures data on employees who have been in the unit from the year 2008 to 2010. The specific human resources development programme that the employees have undergone shall be analyzed and the feedback of the employees shall be sought.

### **3.3 Data Analysis**

The data obtained from performance appraisal and human resource development reports was analyzed descriptively using time series. The time series analysis in this study will entail analyzing the performance of the staff three years of undertaking human development programmes.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS**

### **4.1 Employee Performance Review**

Data was collected from Kenya Commercial Bank human resources department. The researcher used secondary data which included employee performance reports and development program reports which are kept in the employees personnel file. The chapter presents analysis of the data found on the link of human resources development programmes and employee performance.

Performance reviews provides review to employees as well as an opportunity to discuss overall performance. Performance needs to be assessed at the end of each financial year. Performance is measured to determine how well the organisation has performed against set targets goals and objectives. The importance of performance reviews is to enable organisations to evaluate, control and motivate its employees and to make decisions on areas of improvement.

Table 4.1 below shows a summary of the performance scores that the employees achieved during their quarterly evaluation. According to the findings the employee performance is reviewed every quarter. It shows the number of employees per quarter, the minimum and maximum values scored per quarter mean and standard deviation a detailed report of the same is presented in Appendix II.

**Table 4. 1 Data Summary**

<b>Data Summary</b>						
		N	Minimum	Maximum	Mean	Std. Deviation
<b>2008</b>	Q1	46	2.20	3.78	3.1941	0.37869
	Q2	46	2.58	3.96	3.4133	0.30083
	Q3	46	2.76	4.05	3.5885	0.29562
	End year	46	2.85	4.25	3.7640	0.27061
<b>2009</b>	Q1	46	2.20	3.78	3.1941	0.37869
	Q2	46	2.58	3.96	3.4133	0.30083
	Q3	46	2.76	4.05	3.5885	0.29562
	End year	46	2.85	4.25	3.7574	0.27131
<b>2010</b>	Q1	46	2.00	4.01	3.1424	0.38914
	Q2	46	2.13	4.08	3.3435	0.36891
	Q3	46	2.36	4.16	3.5183	0.39580
	End year	46	2.50	4.20	3.6500	0.38071

**Source Researcher, 2011**

The table shows that the highest mean in performance score is achieved in the last quarter in each year this confirms that performance progress upwards as employees undergo the different programmes through out the year.

## **4.2 Human Resources Development Programmes**

Kenya commercial bank determines the training and development needs of the workforce by conducting a needs analyses whereby they consider the business needs of the bank; user analysis' whereby the potential participants existing knowledge is identified and work analysis which seeks to identify the main duties and skills level required to ensure

that the human resources programmes developed will include relevant links to the content of the job.

**Table 4.2: Members of staff benefiting from Human Resources development programmes from 2008 to 2010**

<b>Year</b>	<b>HRD Programme</b>	<b>Tally</b>
2008	Coaching	43
	Professional development	6
	Job Rotation	4
	Management development	2
	Stretch assignment	0
	Total	55
2009	Coaching	42
	Professional development	4
	Job rotation	4
	Management development	0
	Stretch assignment	0
	Total	50
2010	Coaching	41
	Professional development	3
	Job rotation	4
	Management development	2
	Stretch assignment	9
	Total	59

**Source Researcher, 2011**

From the table 4.2 the findings show that management development and stretch assignments are rarely used while coaching, stretch assignment and professional development are the most attended programmes.

Job rotation is used both to train and develop employees in the bank. It is mostly used in departments where the team leader rotates his or her employees to ensure continuity of work if one of the staff is absent. This ensures that every employee in the department can competently handle work in any of the sections in the branch. Job rotation is used to prepare staff to take greater tasks. Contact centre staffs are rotated in most departments in the branches. This ensures that they create networks and also understand the process flow of support departments and makes them realistic in their demands to the support departments. Job rotation is a continuous exercise that takes a time frame of between one week to a month.

Management development is concerned with developing the attitudes and skills necessary to become and remain an effective manager. This involves training of managers and supervisors in basic leadership skills enabling them to function effectively in their positions. The program involves teaching decision making skills, creating and managing successful work teams and allocating resources effectively. Employees undertake this programme for one year.

Coaching at the contact centre is a continuous programme where employees receive feedback on their performance through the coaching process. They have two coaching sessions per week for each employee. The team managers advise and guide the employees in problem solving. The advantage of coaching is that employees get practical experiences and see the results of their decisions immediately.

Stretch assignment programmes employees engage in a task or project that they perform within their nonprofit roles it goes beyond the normal job description and requires one to learn a new skill the employees are involved in the trainer of trainers programmes whereby they utilize their free time to train other staff members on the entire bank on customer service.

Professional development programmes involves the staff members going back to school to gain professional experience to enable them perform their jobs better. The bank pays tuition fee for the students as a way of improving staff motivation and ensuring job satisfaction. Tuition reimbursement programmes have been in place. Employees use this opportunity to do courses and increase their knowledge and skills thus giving them an edge in case of future jobs in the organisation such employees will stand a bigger chance.

#### **4.3 Effect of Human Resources Development Programs on employee performance**

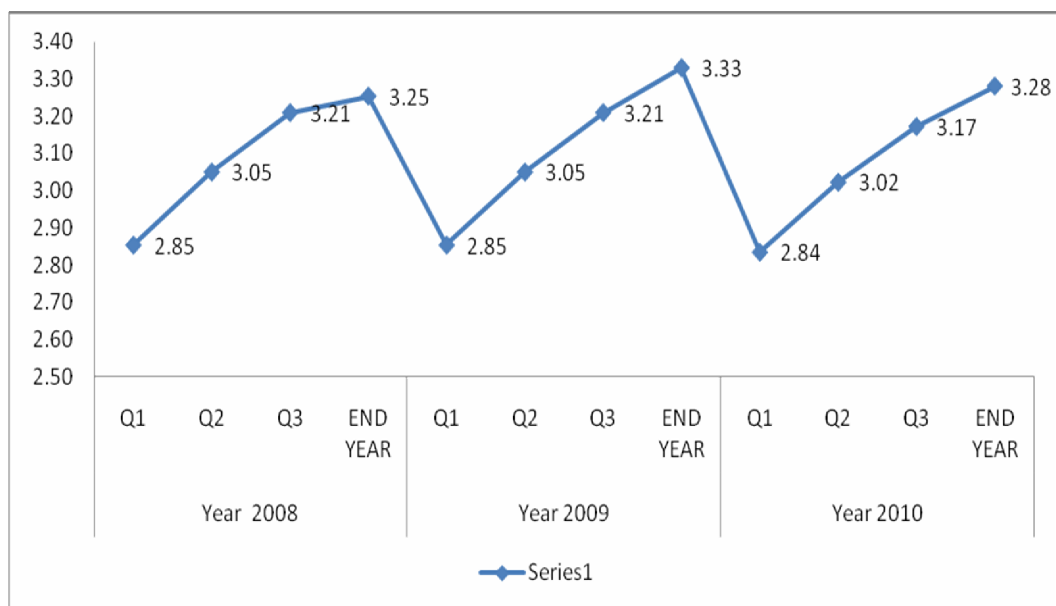
Evaluation is directed towards determining how effective is the human resources development programme is in helping groups of employees acquire their desired skills, knowledge and attitudes. The programme should be evaluated in terms of the progress of the group. It is also appropriate to evaluate the relative effectiveness of different human resources development programmes.

Human resources development programmes help new and experienced employees continually improve the quality of their services. Retention of employees in any organisation is also influenced by the development programme in place as many employees seek out employers who provide developmental programme that facilitate

career advancements. The learning experiences of the employees during the human resources development process trigger training, education, peer coaching and leadership roles. Firms that have human resources development programmes in place tended to perform better in terms of productivity, revenue, profitability, viability and prospects.

Times series analysis was used to arrive at the performance trends of the employees looking at their quarterly performance scores from the year 2008 to 2010. Time series is a branch of quantitative forecasting in which data for one variable are examined for patterns of trend, seasonality and cycle. From the time series analysis the component that was identified from the data was a secular trend which is the tendency of data fluctuating overtime in this case the performance started at a low score in quarter one increasing all the way to the end of the year then falling back before the beginning of the next year.

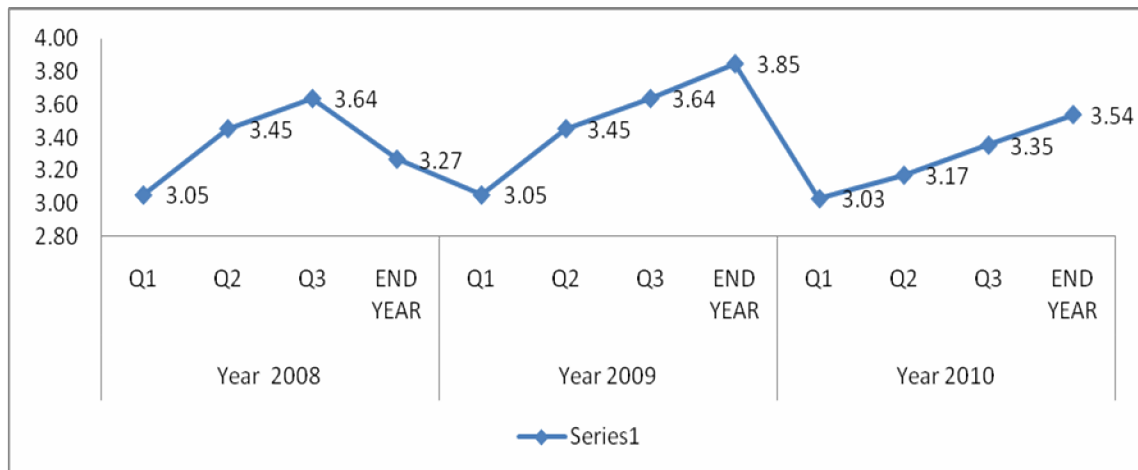
**Figure 4.3.1 Employee performance trends in the Coaching programme**



Source Researcher, 2011

Figure 4.3.1 shows that performance increases overtime as employees undertake the coaching programme at the beginning of each year performance is low and it increases in the year as employees undertake the coaching programme, coaching helps employees get practical experience and see the results of their decisions immediately. Year 2008 the average performance score for employees was at 2.85 by the end of the year the score was at 3.25

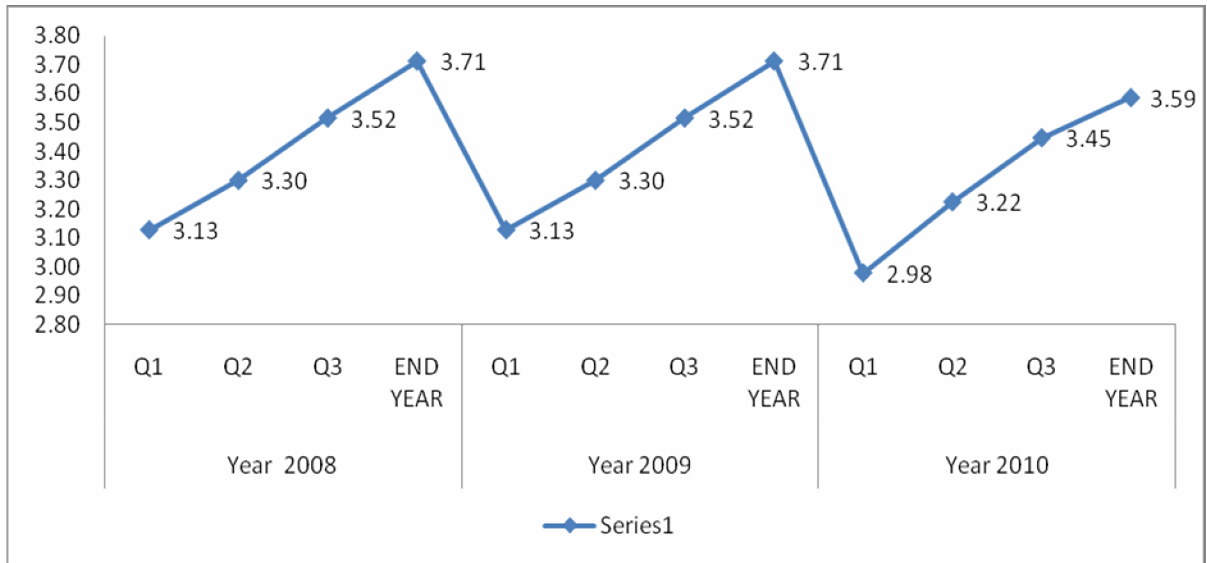
**Figure 4.3.2 Employee performance trends in the Management Development Programme**



**Source Researcher, 2011**

The findings of figure 4.3.2 show an improvement in performance for employees who undergo the management development programme the aim of the programmes is to develop effective managers at all levels to meet the requirements of the organisation

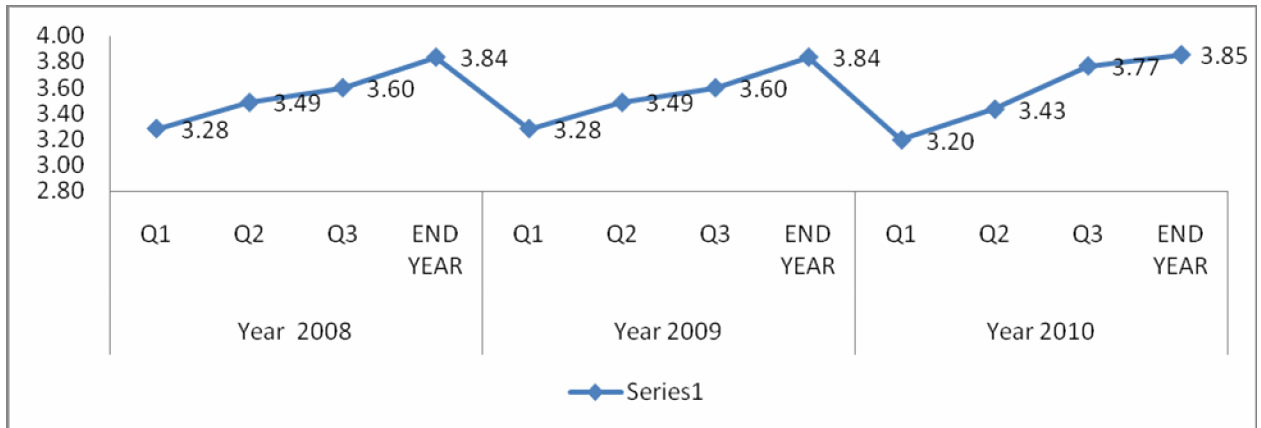
**Figure 4.3.3 Employee performance trend in Professional development**



**Source Researcher, 2011**

Figure 4.3.3 shows a trend of increase in performance scores for employees who have taken up the professional development programme. Professional development is a continuous process at KCB contact centre, Employees are offered interest free educational loans and tuition reimbursement to those who study a course relevant to their current job. Performance of staff improves since they are encouraged to acquire professional skills that help increase their knowledge of handling customers enquires

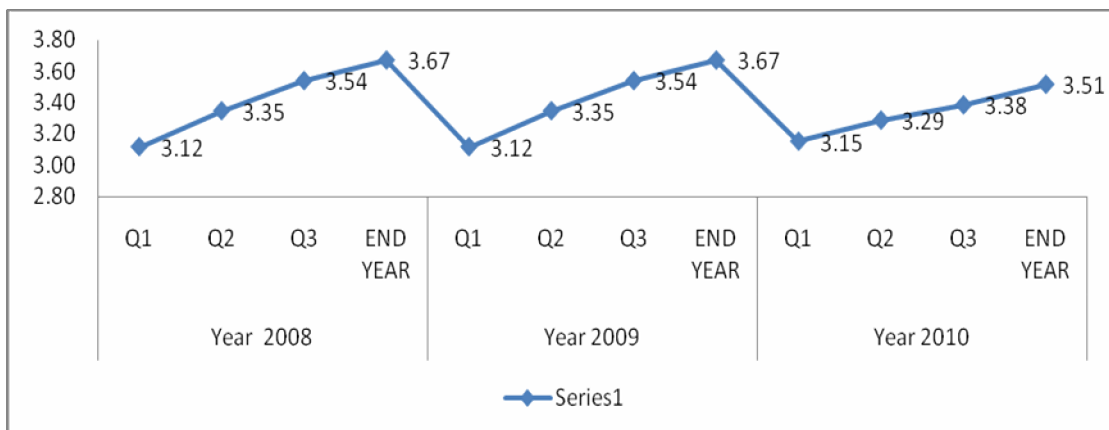
**Figure 4.3.4 Employee performance trends in the Job rotation programme**



Source Researcher, 2011

Figure 4.3.4 shows an upward trend in performance scores of employees who have undergone the job rotation programme. Job rotation ensures that contact centre employees understand the process flow in other departments thus improving performance as staff turn out to be more confident in doing their tasks and when talking to customers since they understand the banks dealing at greater level.

**Figure 4.3.5 Employee performance trends in the Stretch Assignment Programme**



Source Researcher, 2011

Figure 4.3.5 reports an increase in performance of employees who participate in the stretch assignment programme whereby employees are allocated additional responsibilities and duties in their jobs depending with their capability. This motivates factor to employees to perform better since they perceive the employer has entrusted them with extra responsibility. It helps employees grow and increase their expertise and also enables them to handle greater tasks in future.

#### **4.4 Prediction of Future Performance**

Time series analysis in the discussions can be used to predict the future performance of the employees with continued involvement in human resources development programs the contact centre will have a pool of efficient workers. This is because the observations were tracked from the same set of employees for a period of three years.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Summary**

The study show that the management of KCB Limited believes that human resources development programmes plays a very big role in the achievement of the banks strategic plan through providing employees with up to date expertise to meet present and future performance demands. The bank uses various methods to develop their staff members the methods include Coaching, professional development, management development, stretch assignment, special projects and Job rotation.

The findings indicated that Human resources development programmes improved employee performance thereby supporting the need to transfer new behavior to the jobs after human resources development experience. Time series analysis helps directly in business planning and the organisation will be in a better position to know the long term and future trend in employee performance.

### **5.2 Conclusion**

Employees are important resources and therefore should be involved in the planning process of human resources development programmes where by employee need analysis should be conducted in order to make the whole process participatory and one that gives employees job satisfaction as they strive to attain organisational vision and mission.

### **5.3 Recommendation**

The study recommends that in order for the staff at KCB contact centre to be highly competitive the company should consider integrating human resources development programmes with the organisations objectives.

The study recommends that organisations to strongly embrace human resources development programs in order to remain focused to their objectives. Employees should be appropriately and adequately involved together with their supervisors in setting their achievable performance targets and should be trained frequently on all issues relating to their performance and other job related skills. Finally management should give adequate provision to cater for incentives to be awarded to employees who excel in attaining and exceeding their performance targets.

### **5.4 Suggestions for Further Research**

Arising from the research findings it would be helpful to replicate the study with a wider sample. Further study should be done on the perceptions of employees on human development programmes offered by the bank and their effect on employee performance. The study also recommends that a cross sectional survey be done covering the other contact center's in the industry.

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## APPENDICES

### APPENDIX I: DATA CAPTURE SHEET

**Data Collection Sheet**

Year Employee	2008	2009	2009	2009	2009	2010	2010	2010	2010
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Employee A, Coaching programme.									
Employee B, Management development programme.									
Employee C Professional qualification programme.									
Employee D, Special projects.									

## APPENDIX II : DATA SUMMARY

Year 2008				Year 2009				Year 2010			
Q1	Q2	Q3	END YEAR	Q1	Q2	Q3	END YEAR	Q1	Q2	Q3	END YEAR
2.2	2.58	2.76	2.85	2.2	2.58	2.76	2.85	3.61	3.65	3.73	3.75
2.56	2.97	3	3.46	2.56	2.97	3	3.46	2.94	3	3	3
3.45	3.63	3.79	3.98	3.45	3.63	3.79	3.98	3.02	3.02	3.1	3.64
3.21	3.33	3.87	4	3.21	3.33	3.87	4	2.68	2.94	3	3.23
3.26	3.38	3.8	3.96	3.26	3.38	3.8	3.96	2.78	3.01	3.5	3.95
3.1	3.27	3.54	3.67	3.1	3.27	3.54	3.67	2.65	2.8	2.82	2.9
3.08	3.25	3.69	3.78	3.08	3.25	3.69	3.78	3.28	3.52	3.68	3.94
3	3.38	3.57	3.73	3	3.38	3.57	3.73	2.98	3	3.11	3.57
3.50	3.58	3.96	4.10	3.50	3.58	3.96	4.10	3.20	3.50	3.98	4.12
3.32	3.42	3.56	3.65	3.32	3.42	3.56	3.65	3.67	3.7	3.7	3.85
3.4	3.57	3.66	3.83	3.4	3.57	3.66	3.83	3.42	3.51	3.93	4.01
3.78	3.85	3.90	3.96	3.78	3.85	3.90	3.96	3.00	3.56	3.81	3.99
3.15	3.22	3.39	3.64	3.15	3.22	3.39	3.64	3.01	3.44	3.6	3.65
2.86	3.04	3.28	3.35	2.86	3.04	3.28	3.35	3.06	3.65	3.7	3.85
3.12	3.56	3.69	3.82	3.12	3.56	3.69	3.82	4.01	4.08	4.16	4.2
2.33	3.12	3.15	3.45	2.33	3.12	3.15	3.45	3.02	3.55	3.88	3.93
2.86	3.16	3.44	3.58	2.86	3.16	3.44	3.58	3.27	3.48	3.95	3.99
3.52	3.67	3.7	3.96	3.52	3.67	3.7	3.96	3.9	4.02	4.09	4.13
3.03	3.29	3.4	3.85	3.03	3.29	3.4	3.85	3	3.08	3.44	3.52
3	3.31	3.39	3.47	3	3.31	3.39	3.47	2.68	3.55	3.15	3.25
3.26	3.34	3.48	3.71	3.26	3.34	3.48	3.71	3.24	3.56	3.63	3.77
3.14	3.46	3.5	3.66	3.14	3.46	3.5	3.66	2.81	2.9	3	3.1
2.69	3.86	3.94	4.09	2.69	3.86	3.94	4.09	2.53	2.94	3.01	3.3
3.09	3.20	3.42	3.56	3.09	3.20	3.42	3.56	2.83	3.00	3.00	3.01
3.23	3.54	3.69	3.91	3.23	3.54	3.69	3.91	3.01	3.01	3.25	3.36
3.57	3.63	3.84	3.98	3.57	3.63	3.84	3.98	3.3	3.5	3.97	4.15
3.68	3.79	4.05	4.25	3.68	3.79	4.05	4.25	3.3	3.42	3.84	3.95
3.52	3.55	3.64	3.94	3.52	3.55	3.64	3.94	3.1	3.22	3.75	3.8
3	3.25	3.56	3.82	3	3.25	3.56	3.82	3.25	3.28	3.33	3.45
3.69	3.78	3.84	3.9	3.69	3.78	3.84	3.9	2.98	3.03	3.18	3.26
3.44	3.59	3.63	3.71	3.44	3.59	3.63	3.71	2.87	2.89	3.29	3.38
3.51	3.6	3.76	3.84	3.51	3.6	3.76	3.84	3.56	3.6	3.88	3.96
3.16	3.24	3.39	3.6	3.16	3.24	3.39	3.6	3.17	3.22	3.56	3.47
2.34	2.65	2.8	2.96	2.34	2.65	2.8	2.96	3.09	3.45	3	3.25
2.87	3.15	3.5	3.79	2.87	3.15	3.5	3.79	3.55	3.56	3.84	3.98
3.56	3.7	3.77	3.83	3.56	3.7	3.77	3.83	3.69	3.71	3.79	3.84

3.25	3.46	3.55	3.61	3.25	3.46	3.55	3.61	3.71	3.75	3.8	3.95
3.48	3.53	3.85	3.92	3.48	3.53	3.85	3.92	3.12	3.56	3.23	3.45
3.02	3.26	3.57	3.81	3.02	3.26	3.57	3.81	2.93	3	3.5	3.61
3.56	3.6	3.73	3.94	3.56	3.6	3.73	3.94	3	3.55	3.63	3.81
3.78	3.96	4	4.05	3.78	3.96	4	4.05	3.1	3.45	3.68	3.81
3.33	3.62	3.76	3.89	3.33	3.62	3.76	3.89	3.89	3.9	3.95	4.02
3.45	3.65	3.88	3.96	3.45	3.65	3.88	3.96	3.51	3.67	3.78	3.85
3.73	3.87	3.93	4	3.73	3.87	3.93	4	2.94	3.12	3.51	3.56
2.85	2.98	3.12	3.56	2.85	2.98	3.12	3.56	2.89	3.32	3.75	3.84
3	3.17	3.33	3.46	3	3.17	3.33	3.46	2	2.13	2.36	2.5