

## **APPENDIX B: INTERVIEW GUIDE**

### **1. SECTION A : PERSONAL DATA**

- a) What is your current job title/position?
- b) How long have you worked for the Bank?
- c) Which departments of the bank have you worked in so far?

### **2. SECTION B: LEADERSHIP DEVELOPMENT**

#### ***a) Career development***

- i) Are there training programs in your department? If yes, give examples. Why do you think these programmes are carried out? How are trainees selected?
- ii) How has the Bank facilitated employee career development in terms of organizational and self career development? In your opinion, has the Bank benefited from doing this? Give reasons for your answer.
- iii) What in your opinion do you think the Bank should do in order to improve on employee career development?

#### ***b) Team building***

- i) In your observation, do bank employees work as a team? Give reasons and examples.
- ii) How has the bank fostered team building among employees? What measures are in place to facilitate team building?
- iii) What do you think the bank can do to enhance team building?

#### ***c) Communication***

- i) How is communication done in the bank? How does management communicate to its employees? How does management receive feedback from employees?
- ii) Are grievances usually addressed? What channels of communication can a worker use to express themselves and their grievances?
- iii) What can management do to enhance its communication with employees?
- iv) Are the duties and responsibilities of all employees clearly spelt out? What are the reasons for your observation?

### **3. SECTION C: EMPLOYEE COMMITMENT**

- a) How would you rate employee commitment levels in the bank? What do employees do that show high or low levels of commitment? Give reasons for these observations.
- b) What has management done to ensure high levels of commitment, what are the reasons for your observation?
- c) What do you think are the reasons for lack of employee commitment in the

bank? Are the reasons justified?

- d) What limitations do you see in the existing leadership programmes in addressing the issue of employee commitment?

#### **4. SECTION D: PAY AND REWARDS**

- a) Do you think the workers in your department are satisfied with the current salaries they are earning? Give reasons for your answer.
- b) In your opinion, are the remunerations commensurate to employees' input and the prevailing market conditions? What evidence can you give to support your observation?
- c) Does salary enhance employee commitment? Give reasons for your answer.

#### **5. SECTION E: POSSIBLE SOLUTIONS TO THE PROBLEMS OF LACK OF EMPLOYEE COMMITMENT**

- a) Do you think the existing leadership development programmes are position to retain its workers? What are the reasons for your answers?
- b) How best can the existing leadership programmes be packaged to yield better results?
- c) What can management do to enhance employee commitment?