DBA AFRICA MANAGEMENT REVIEW

INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AT THE NATIONAL POLICE SERVICE OF KENYA

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Abstract:

This study aimed at determining the influence of human resource management practices, on employee performance at the National Police Service of Kenya. A hypothesis that human resource management practices does not influence employee performance at the National Police Service of Kenya was formulated. The study adopted a cross sectional descriptive survey design. A population of 105,200 officers distributed in all the 47 counties of Kenya was used for the study and a sample of 384 was selected. Structured questionnaire with Likert scale type statements was used for data collection. The study used both descriptive and inferential statistics for data analysis. To test that human resource management practices does not influence employee performance at the National Police Service of Kenya, simple linear regression analysis was used. The study results established that human resource management practices employee performance at the National Police Service. The results of this study have contributed to the Ability, Motivation and Opportunity Theory (AMOT), and it is recommended that organizations embrace human resource management practices so as to improve employee performance.

Keywords: Human Resource Management Practices, Employee Performance, National Police Service of Kenya

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Introduction

There has been a lot of transformation of business landscape globally in the recent times hence; the need for organizations to adopt the best human resource management (HRM) Practices (Skehoe, 2015). Organizations are introducing more innovative business strategies through implementation of HRM practices. According to Alderden and Skogan (2014) management of human resources has changed over time as a result of competitive market environment. Consequently, organizations are recognizing the importance of HRM practices in order to achieve superior employee performance. Human resource management is a management tool used by organizations to manage human resources (Armstrong, 2010). HRM practices includes recruitment, training, monetary rewards, and performance appraisal. Human resource management practices variable was conceptualized in terms of recruitment and selection, reward management, training and development, human resource planning, employee relations and performance management. Employee performance was conceptualized in terms of contextual performance and task performance.

Organizations use HRM practices to change employee attitude in order to enhance employee performance. Kehoe and Wright (2013) observe that organizations that use innovative HRM practices are likely to achieve improved employee performance similarly Pasha (2014) contends that HRM practices improve employee performance. Human resource management practices play an important part in fostering a positive relationship between employees and employers, which has an impact on employee attitudes and, as a result, on employee performance. Ability, Motivation and Opportunity Theory (AMOT) by Boxall and Purcell (2003)

explains the employer - employee relationship in terms of performance, as well as the influence of an employee's behaviour pattern through implementations of HRM practices. The theory explains that when the best human resource management practices are implemented the employee reciprocates through improved performance. Employee training leads to acquisition of knowledge and skills which positively influences behaviour leading to best employee performance.

Globally, security officers provide very essential services which include monitoring, protection of lives and public property as well as safe environment and crime prevention. Nevertheless, relationship between law enforcement officers and the public has been of great concern over the years (Bano, 2011). According to United Nations International Police Task Force (2006), the importance of a country's security is to provide a safe and orderly environment in which citizens can express their freedoms without fear of intimidation. In a healthy democracy, the purpose of the security personnel is to protect the rights of the citizenry (Oweke, Muola, & Ngumi, 2014).

The study focuses on police as a result of various public complaints in Kenya over the years. Government reports such as Krieglar Report (2009) on post-election violence in Kenya highlighted poor police performance. These reports echoed the need to embrace best human resource practices so as to enhance their performance. The National Police Service's job performance has drawn attention from both the internal and external environments, with the perception that the police service is the most underperforming entity in the country. It consistently ranked first in terms of poor performance and received the most complaints each year.

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Literature Review

The study was anchored on Ability, Motivation and Opportunity Theory. Ability, Motivation and Opportunity Theory (AMOT) by Boxall and Purcell (2003) explains the employer - employee relationship in terms of performance, influence of an employee's behaviour pattern through implementations of HRM practices. The theory explains that when the best HR practices are implemented the employee reciprocates through improved performance.   The theory states that performance is a summation of Ability, Motivation, and Opportunity to Contribute. According to AMO theory, employees may be competent and motivated, but if they are not involved in decision making, they may become demotivated thus affecting performance. This theory further states that an employee's job performance is determined by Abilities, Motivation and Opportunities.

HRM practices relate to proper policies, which may attract and retain employees (Indermun, 2014; Anwar & Abdullah, 2021). Armstrong (2010) defines human resource management as a management tool used by organizations to manage human resources. Human resources are the primary assets to an organization; hence the need to embrace the best human resource management practices (HRMP). Having a well-defined set of human resources practices in existence enables the organization accomplish its performance with ease. Organizations can increase employee productivity by increasing their performance by using human resource management techniques (Lumwagi, 2014). Job performance, according to Campbell (1990), is an individual-level characteristic that differentiates employee performance from firm performance. Job satisfaction which encompasses job enrichment, job

stability and employee engagement had a positive correlation in achieving human resources performance objectives. Rodjam, et al. (2020) posited that HRM practices such as bonus appraisal, trainings, rewards and empowering employees had a positive and significant effect on improved performance by the employees in the organization

Kehoe and Wright (2013) on a study of the impact of HRM practices on employees' attitudes and behaviours in USA, mentions a list of fifteen (15) HR practices found out that selection tests, interviews, hiring, fair remuneration, employee training, employee motivation, performance evaluation, employee promotions, and opportunity-enhance practices and employee participation. Kumar (2022) conducted a descriptive study to examine the effect of talent management practices on employee turnover and retention intentions. It was revealed that employees prefer to be in an organization that offers the chance of developing and growing on the career ladder. Further, they revealed that the compensation plans are very important in attracting and retaining the employees.

Alsafadi and ltahat (2021) in a study of how human resource management practices led to employee performance through job satisfaction among commercial bank workers in Jordan revealed that HRMP had a positive influence on employee performance. In addition, job satisfaction which encompasses job enrichment, job stability and employee engagement had a positive correlation in achieving human resources performance objectives. A study by Rodjam, et al. (2020) found that HRM practices such as bonus appraisal, trainings, rewards and empowering employees had a positive and significant effect on improved performance by the employees in the organization. Further, there was job satisfaction and the organization could be able to compete properly. Jouda, Ahmad and Dahleez (2016) examined the influence

of human resource management practices on employee's performance in Palestine. The study established that HRM practices like recruitment and selection, performance appraisal, training and development, compensation and incentives had a positive association on employees' performance.

Internal Affairs Unit (2020) report indicated that there are a number of factors that may contribute to police officers underperforming including low pay, the nature of their work, poor working conditions and a legal framework in which most of them are not considered for promotions by their superiors and remain in the same rank for years. Inevitably, these poor circumstances were influenced by employees' inability to employ all of their competencies to jobs, having a negative impact on the improvement of work systems inside the company, lack of necessary working tools, poor working conditions, poor communication channels resulting in slow organizational success.

Research Methodology

The study adopted a cross sectional descriptive survey design. The target population of the study was all 105, 200 police officers distributed in all the 47 counties of Kenya (National Police Service of Kenya, 2021). The target population is more than 10,000, therefore, the sample size for the study would therefore be obtained through a formula by (Cochran, 1963) as follows:

$$n = \frac{z^2 pq}{d^2}$$

$$n = \frac{z^2 pq}{d^2} = \frac{1.96^2 \; x \; 0.5 \; x \; 0.5}{0.05^2} = 384.16$$
$$\cong 385$$

Thus, the sample size for this study was 385

Stratified systematic random sampling method was used to sample the respondents. The study used primary data. The instrument for collecting primary data was a five-point Likert scale structured questionnaire. The questionnaires were self-administered. The study used Cronbach's alpha to test reliability of the instrument and measurements of alpha equal or greater than 0.7 was used to show that the questionnaire was reliable. To achieve construct validity, the study used constructs that have already been used in other empirical studies. The scores from the indicators of each variable were aggregated to create a composite index. These constructs have been tested and proven to be valid in measuring the variables under study. The study variables were operationalized as indicated in the Table1.

Table 1: Operationalization of the Study Variables

Variable	Indicators	Measurement	Supporting Literature
Human Resource Management Practices (independent Variable)	❖ Recruitment and Selection ❖ Reward Management ❖ Training and Development ❖ Human Resource Planning ❖ Employee Relations ❖ Performance Management	5-point Likert Scale	Munjuri (2011) Gheitani & Safari (2013)
Employee Performance	❖ Contextual Performance ❖ Task Performance	5-point Likert Scale	Burhanuddin (2013)

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(Dependent Variable)			Othman (2014)

Source: Researcher, 2021.

Data Analysis and Discussion

The following hypothesis was formulated and tested

H_{01}: *Human resource management practices do not influence employee performance*

To test this hypothesis a composite index was computed for human resource management practices using the six dimensions (recruitment and selection, reward management, training and development, human resource planning, employee relations and performance management) and employee performance using the two dimensions (contextual performance and task performance). Simple linear regression method was used to test the hypothesis. The formulated and tested model was of the form;

$EP = \alpha + \beta_1 HRMP + \varepsilon$

Where:

EP is the composite index of employee performance

α = Constant (y intercept)

β_1 = Regression coefficients

HRMP = Composite Index of HRM Practices

ε = Error term

Table 2 shows the results of the analysis on the relationship between human resource management practices on employee performance. It shows correlation analysis, analysis of variance, regression coefficients and individual significance of the variable.

Table 2: Regression Results for the Influence of Human Resource Management Practices on Employee Performance

Source	SS	df	MS			
				Number of obs	=	339
				F(1, 337)	=	71.23
Model	106.335118	1	106.335118	Prob > F	=	0.0000
Residual	503.073437	337	1.49279952	R-squared	=	0.1745
				Adj R-squared	=	0.1720
Total	609.408555	338	1.80298389	Root MSE	=	1.2218

EP	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]	
HRMP	.6185861	.073293	8.44	0.000	.4744167	.7627555
_cons	2.174089	.2035232	10.68	0.000	1.773753	2.574424

Source: Researcher, 2021.

The analysis showed that the relationship between human resource management practices and employee performance was significant (R^2= 0.1745, F= 71.23, P-Value =0.000). The model was overall significant. The results revealed that human resource management practices accounted for 17.45 percent of the variation in employee performance at the national police service in Kenya. There exists a moderate positive relationship between employee performance and human resource management practices (β_1 = 0.6186). This means that for every one unit increase in human resource management practices, employee performance increases by 0.6186 units holding other factors constant. The positive relationship was statistically

significant (p-value = .000<.05). The results provide evidence that human resource management practices influence employee performance, hence H_{01} that human resource management practices do not influence employee performance was rejected. The findings conform to those of Gheitani and Safari (2013) who found that HRM practices are related to employee performance in the Iranian public sector. The findings are also in line with Molloli (2015) study in Kosovo, who found that HRM practices are strongly related with SMEs performance.

From a theoretical perspective, Ability, Motivation and Opportunity Theory (AMOT) explains that when the best human resource practices are implemented the employee reciprocates through improved performance. This means that an employee's ability, aspirations and an opportunity to contribute should be considered in order to achieve improved performance. The results confirm to those of Nehles, Riemsdijk, Van and Looise (2003) who posited that training enables one to acquire ability to perform a task. The overall results are consistent with the findings of Gheitani and Safari (2013), Molloli (2015), Jouda, Ahmad and Dahleez (2016), Rodjam, et al. (2020), the findings concur with Alsafadi and ltahat (2021), and Kehoe and Wright (2013) who in a study of the impact of HRM practices on employees' attitudes and behaviours in USA, mentions a list of fifteen (15) HR practices found that selection tests, interviews, hiring, fair remuneration, employee training, employee motivation, performance evaluation, employee promotions, and opportunity-enhancing practices, and employee participation

Conclusions and Implications

The hypothesis was developed stating that human resource management practices do not influence employee performance. The results found moderate positive significant relationship between human resource

management practices and employee performance. This means that the influence of human resource management practices on employee performance was significant. The hypothesis that human resource management practices do not influence employee performance was rejected. It is important to formulate policies based on development and implementation of proper HR structures that cater for employees' needs such as skills, employee motivation and job quality. This is supported by the current study's findings that recruitment and selection, reward management, training and development, human resource planning, employee relations and performance management influences employee performance significantly

Many national policy documents have focused on best human resource practices and less on its influence on employee performance. The study finding that human resource management practices significantly influence employee performance means that it is important for organizations to examine their policies on the needs of employees and what the job offers and the abilities of employees. In addition, the results present an opportunity for organizations to consistently examine their human resource practices and seek feedback from the employees. These can be integrated into recruitment, motivational, rewards and deployment policies on regular employee performance appraisal and target settings.

Practical Implications

From the findings, the study would help human resource practitioners and policy makers to appreciate that human resource practices are an important organizational tool especially in this competitive market environment. This will help such policy makers to identify the best HR practices that lead to improved employee performance. The National Police Service employees who are in this case the police officers are expected to benefit from the

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study as they will learn how HR practices affect their performance. The results of the study are expected to enlighten the HRM practitioners on how human resource practices influence performance. It is further expected to shed light on how to identify basic competencies required in order to improve performance.

Recommendation for Future Research

The results of this study have established that there is an influence of HRM practices on employee performance at the National Police Service. A similar study could also be replicated in other sectors of the economy in Kenya and the results be compared for generalization purposes. Future researchers should also focus on other contextual and conceptual factors that affect the relationship between HRM practices and employee performance using a different methodology. Another study could also be done using the private security sector in Kenya and the results be compared for generalization purposes

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