

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

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Abstract:

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 practices. Organizations are introducing more innovative business strategies through implementation of human resource management practices. The aim of this study was to assess the relationship between human resource management practices and employee performance. The research was based on ability, motivation and opportunity theory. Positivism research philosophy and descriptive cross-sectional survey were used. Stratified random sampling was used to study a sample of 384 National Police Service officers. primary data was collected using structured questionnaires. Data was analyzed using both descriptive and inferential statistics. The study findings showed that there was a significant influence of human resource management practices on employee performance. The findings supported the argument that Ability, Motivation and Opportunity Theory assumed that that organizations that use innovative HRM practices are likely to achieve improved performance. It is essential for management to understand the kind of rewards that should be used to improve performance since it has been proven that it is very difficult to motivate employees using financial rewards. The researcher recommended future researchers should focus on other contextual and conceptual factors that may affect the relationship between HRM practices and employee performance using a different methodology.

Key words: Human Resource Management Practices, Performance, National Police Service, Kenya

1. Introduction

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). HRM practices have been defined by Mayrhofer, Brewster, Morley, and Ledolter. (2011) as those activities that are pursued by organizations in order to accomplish the core HRM tasks. Bjorkmana, Smaleb, Sumeliusa, and Suutarib, (2008) adds that there are some major HRM practices which include recruitment, training, monetary rewards, and performance appraisal. Best HRM practices regulate employee behaviour which may result to performance. Effective bundles of HRMP may convert human resources into a valuable organizational asset. Lumwagi (2014) has conceptualized HRMP bundles as: Recruitment and selection, training and development, employee rewards and employee relations.

HRM practices relate to proper policies, which may attract and retain employees (Indermun, 2014). HRM practices have to be implemented in order to achieve organizational goals in a volatile competitive environment. Human resources are highly valued organizational assets; hence the need to adopt HRM practices in order to remain competitive. According to Mohammed, Absar, and Azim, (2010) HRM is a combination of many factors which include practices, policies, and systems. Martin (2011) conceptualizes these HRM practices as staffing, employee training, reward, evaluation and supervision. In the current competitive world, most human resource practitioners are embracing the above human resource bundles in order to achieve employee performance. Huselid

(1995) recommends a bundle consisting of six HRM practices: staffing, incentives and employee rewards, performance management, employee involvement and capacity building.

2. Literature Review

HRM practices may lead to improved employee performance that may finally translate into firm performance. A recent study by Kehoe and Wright (2013) on the impact of HRM practices on Employees' Attitudes and Behaviours in USA, mentions a list of fifteen (15) HR practices. These practices include formal selection tests, interviews, hiring, fair remuneration, employee training, employee motivation, performance evaluation, employee promotions, and opportunity-enhancing practices, and employee participation. Kehoe and Wright (2013) found out that HRM practices are very critical in achieving employee performance. Jiang et al (2013) conducted a study on the linkage between human resource practice and employee performance in India. The study used mediating variables and found out a direct linkage between certain HRMP and employee performance. The study mentions certain HRMP Practices that directly impact on performance such as employee compensation and employee training.

Bowra et al. (2012) empirically studied the impact of HRM practices on employee performance in pharmaceutical industry of Pakistani. The study found out that employee training influence performance since it improves skills and abilities related to tasks and responsibilities. Güngör (2011) studied the Relationship between reward management system and employee performance in Turkey and revealed that financial rewards impact employee performance. Employee motivation may have an impact in organizations especially in this competitive and volatile business environment. A study carried out by Wan et al. (2002) conceptualizes a bundle of six HRM practices as training, staffing, empowerment, performance appraisal, job design, and performance-based rewards. This study that was carried out in the Singaporean financial sector context revealed that different HR practices have a positive relationship on organizational performance such as HR-performance-employee productivity, job satisfaction and commitment. Globally, organizations need to focus on HR polices such as recruitment and selection in order to engage the most qualified employees who will steer the firms to greater heights.

3. Research Methodology

Descriptive cross-sectional survey design was used in conducting the study. population of the study was the National Police Service. The National Police Service has an establishment of 105,200 officers distributed in all the 47 counties of Kenya. The unit of analysis was the national police officers. The sample size for the study was obtained through a formula by Muchhal (2014) as follows: $n = (z^2pq) / d^2$. n = the desired sample size (if the target population is greater than 10,000) z = the degree of confidence, which in this case was 95% confidence interval p = the proportion in the target population estimated to have characteristics being measured, 0.5 was adopted. $q = 1-p$ (this stands for the population not having the characteristics 0.5, d = the level of statistical significance (the degree of accuracy required in this case is 5%).

$$n = (1.96^2 * .5 * .5) / .05^2$$

$$n = 384$$

4. Research Findings and Discussions

The hypothesis formulated was that;

H₁: Human Resource Management Practices significantly influence Employee Performance

This was tested by computing composite indices for Human Resource Management Practices dimensions and employee performance dimensions. Simple linear regression analysis was performed. The results are presented in table 1.

Table 1: Influence of Human Resource Management Practices on Employee Performance

Model Summary^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.567 ^a	.321	.319	.93375		
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109.472	1	109.472	125.558	.000 ^b
	Residual	231.049	265	.872		
	Total	340.521	266			
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.204	.228		5.286	.000
	Human Resource Practices	.862	.077	.567	11.205	.000
a. Dependent Variable: employee performance						
b. Predictors: (Constant), Human Resource Practices						

Source: Field Data, (2019)

The influence of human resource management practices on employee performance are shown in Table 1. The study found a moderate ($R = 0.567$) positive relationship between employee performance and human resource management practices. Further coefficient of determination ($R^2 = 0.321$) indicates that 32.1 percent of the variation in employee performance at National Police Service could be explained by the changes in human resource practices. This shows that human resource management practices accounts for a significant variation in employee performance at National Police Service. The model was overall statistically significant ($F = 125.558$, $P\text{-Value} = 0.000 < 0.05$).

Individually, human resource management practices statistically significantly influence employee performance ($\beta = 0.862$, $t = 11.205$, $p\text{-value} = 0.000 < 0.05$). This means that one unit increase in human resource management practices causes 0.862 units increase in employee performance at National Police Service all other factors held constant. The results provide evidence that human resource management practices influence employee performance hence H_1 was supported. The findings conform to those of Ying et al. (2013) who found that HRM practices are related to employee performance in the Iranian public sector. The findings are also in line with Mulolli (2015) study in Kosovo, who found that HRM practices are strongly related with SMEs performance.

5. Conclusion

The study found that that human resource management practices had a positive significant effect on employee performance at National Police Service. The study revealed that recruitment and selection, training and development and employee relations individually significantly influence employee performance. The results concur with Kehoe and Wright (2013) who observed that organizations that use innovative HRM practices are likely to achieve improved performance. Pasha (2014) contends that HRM practices may improve employee performance. Performance management focuses on looking for new strategies and having put in place performance management policy. The study makes a contribution to theories by agreeing with ability motivation and opportunity theory (AMOT), by linking the all the study variables HRM practices and employee performance. 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.

6. Recommendations

The results of this study have established that there is an influence of HRM on employee performance at the National Police Service. Future researchers should focus on other contextual and conceptual factors that may affect the relationship between HRM practices and employee performance using a different methodology.

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