

**HUMAN RESROURCE MANAGEMENT PRACTICES, EMPLOYEE
DISPOSITION, COMPETENCE, JOB STRESS AND PERFORMANCE
AT THE NATIONAL POLICE SERVICE OF KENYA (NPS)**

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DECLARATION

I declare that this Thesis is my own original work and has not been presented for an award of any degree in any other university.

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I started getting interested in pursuing a higher level of education when I landed in my first job in a government corporation where educated people were highly revered. Without a Master's degree one would not be promoted to the next level. This really challenged me to acquire a Master's degree. After completion of my Master's degree, I got part-time lecturing job which also demanded that I have to pursue further education to the level of a PhD which is a requirement. This therefore, challenged me more to enrol for PhD course. It has not been easy balancing family life, work life, my studies over the years and personal life. Financial obligations have not also been left out of the list of challenges since PhD course is quite expensive especially where one has not been given any grant. However, despite all these challenges God has been faithful that he has enabled me to overcome them.

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DEDICATION

My Family:

Husband: Fredrick J Mugambi,

Children: Eric Mutuma, Elizabeth Kinya and Cyprian Kirimi

My Personal Assistant: Mildred Khayesi

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ABBREVIATIONS AND ACRONYMS

AMO	Ability Motivation Opportunity
CIPEV	Commission of Inquiry on Post-Election Violence
HCT	Human Capital Theory
HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practices
IPOA	Independent Police Oversight Authority
KNPS	Kenya National Police Service
NA	Negative Affectivity
NPS	National Police Service
NPSC	National Police Service Commission
PA	Positive Affectivity
PMS	Performance Management System
SET	Social Exchange Theory

ABSTRACT

The main objective of the study was to determine the influence of Human Resource Management (HRM) Practices, Employee Disposition, Employee Competence, and Job Stress on Employee Performance at the National Police Service. The need to evaluate the successes of the police reforms as recommended through various government initiatives necessitated this research. The study comprised of five specific objectives and tested an equal number of hypotheses. The anchoring theory was the Ability, Motivation, and Opportunity Theory (AMOT), supported by Human Capital Theory (HCT) and Social Exchange Theory (SET). The research paradigm of positivism was used as well as descriptive-cross-sectional survey design. This study utilized a combination of stratified and systematic random sampling to pick the sample elements. The target population was 115,150, and a sample size of 385 was used. Descriptive statistics were calculated where diagnostic tests were done. Hypotheses were tested using simple linear regression analysis, stepwise regression analysis, path analysis and multiple regression analysis. The study findings revealed that human resource management practices influence employee performance, employee disposition mediates the relationship between human resource management practices and employee performance. Both employee competence and job stress moderate the relationship between human resource management practices and employee performance. The joint effect of human resource management practices, employee competence, employee disposition, and job stress were significant. The study concluded that national police service ought to embrace human resource management practices, understand employee disposition, evaluate employee competence, and manage job stress in order to enhance employee performance. The study recommended use of different constructs and sub constructs as well as replicating similar study in other security institutions. It was also recommended that other techniques such as content analysis be used in further studies to enrich the findings.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

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). The world has become a global village due to the dynamism in technological change, thus the need for organizations to embrace the current HRM management strategies in order to remain competitive. 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. Organizations are recognizing the importance of HRM practices in order to achieve employee performance. Wangithi and Muceke (2012) posit that organizations could be more efficient and effective through implementation of the best HRM practices. Due to the changing market environment organizations are striving to remain competitive through innovative HRM practices.

Kehoe and Wright (2013) observed that organizations that use innovative HRM practices are likely to achieve improved performance while Pasha (2014) concurs that HRM practices may improve employee performance. Individual disposition is described as affective disposition, and it is further defined as an individual's predisposition to experience a given affective state. This affective state could be either positive or negative which cuts across different situations over time. An individual's performance may be affected depending on the type of disposition experienced at difference situations (Judge & Bretz, 1993); Waheed et al., 2019).

This type of disposition tends to exert a certain emotional state that might be either positive or negative, which affects an individual at a particular point in time. Human resource management practices therefore play an important role in building a favourable link between employees and employers. This employer/employee relationship influences an employee's disposition which may lead to improved employee performance. Cutler and Condon (2022) contend that disposition impacts on job performance when personality characteristics such as conscientiousness and experience are well managed. Competence is defined as a skill, trait or a body of knowledge possessed by an employee which enables the employee to perform differently. In order to achieve these competences, there is need for firms to embrace best HRM practices such as succession planning, training and development, recruitment and selection and performance management. McGuinness, et al. (2021) asserts that the responsibilities listed in job descriptions enables employees to learn on the job leading to acquisition of practical skills and knowledge needed in order to achieve improved performance.

Employees are therefore an organization's most important assets hence the need to equip them with the required skills (Steel & Scotter, 2003). Employees are the firm's human capital that adds value to the other available resources which steer the organization into greater heights. Employees are the first organizational assets hence comprise of the firms' greatest source of competitive advantage. According to Alfawaire and Atan, (2021) competitors may copy strategies, business models, commodities, and services but competent workers are a long-term resource that help the firm to remain relevant and competitive. Steel and Scotter (2003) assert that employee competence contributes to employee performance hence the need to adopt best employee competence strategies.

Employees may find it difficult to meet deadlines, and may not be creative especially when they are stressed (Alfawaire & Atan, 2021). Therefore, job stress and performance may have a significant relationship hence the need to manage employee job stress. Employees who experience constructive stress are better equipped to handle various tasks assigned to them (McGuinness, et al., 2021). When employees' stress levels are high, they lack concentration, thus leading to poor performance. As stress levels increase, productivity begins to decline in the workplace.

A mental breakdown will occur if the degree of stress is not managed in an organization. Workers' productivity levels may decrease due to job stress, thus affecting employee performance, hence the need to manage job stress. Job stress is a negative component that may lead to unnecessary conflicts at the workplace, which may have an impact on employee performance (Latham, 2021). Happy employees may not experience job stress which may affect employee performance positively. (McGuinness, et al., 2021) further emphasizes on the need to manage employee stress levels in order to improve performance.

This study is anchored on the Ability, Motivation, and Opportunity Theory (AMOT), and is supported by Human Capital Theory (HCT) and Social Exchange Theory (SET). The AMO theory was first introduced by (Boxall & Purcell, 2003). The theory states that one must be empowered with the ability; motivated and finally given an opportunity to participate in order to achieve improved performance (Malik, et al., 2021). This theory applies to all the study variables; HRM practices, employee disposition, employee competence, and job stress. HRM practices motivate employees resulting to improved performance. An opportunity to participate may result to improved productivity, thus leading to an increase in performance (Latham, et al., 2021). The proponents of this theory

argue that employees require motivation, empowerment, and an opportunity to participate and contribute to decision making and policy formulation to enhance performance (Boxall & Purcell, 2003; Yin, et al., 2019). The theory further, explains that employee performance is a summation of the ability, motivation, and opportunity for an employee to participate in decision making at the work place. In addition, (AMO) explains the employer-employee relationship in terms of influencing the employee behaviour pattern through the implementation of incentive packages such as employee rewards among others.

Human capital theory was developed by two American economists, (Zulfqar Ahmad Bowra, 2012, Schultz & Schultz, 2010). The theory suggests that education or training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings. This theory is therefore, relevant to HRM practices and performance in that it contributes to the growth of employees in their careers as they acquire new skills and knowledge through training leading to improved performance. Social Exchange Theory by Homans (1958) argues that an employee will engage with the employer to be remunerated, while the employer will engage with an employee to accomplish organizational objectives. The philosophy is based on the act of reciprocity, and it is relevant to the mediator variable (employee disposition) on the linkage between HRM practices and employee performance.

Globally, security officers provide essential services, such as protection of lives and public property, a safe environment, and crime prevention. Nevertheless, the 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 ensure a safe and orderly environment in which citizens can

express their freedoms without fear or intimidation. Oweke, et al. (2014) adds that in a healthy democracy, the purpose of the security personnel is to protect the rights of the citizenry. The study focuses on the employees of the national police service due to various complaints from the members of the public and other stakeholders regarding their poor performance over the years. Government reports such as Krieglar Report (2008) on the conduct of the general elections by the defunct ECK in Kenya highlighted poor police performance during the electioneering period that resulted to death of many people and destruction of property. These reports emphasis on the need to embrace best HR practices to enhance police discipline and performance.

The National Police Service has been perceived by the stakeholders as the most underperforming entity in the country as a result of its consistent poor ranking in performance over the years. Numerous reasons could be contributing to this underperformance which may include: low pay, nature of employment contract and poor working conditions. This has further been brought out in the recent internal affairs unit (IAU) report (2020). Some of those complaints against the police according to the above reports include; police inaction, corruption, police hostility & brutality; unwarranted arrests and detention; extrajudicial killings; delayed justice; cover-ups; intimidation among others. However, there are limited studies focusing on the performance of disciplined forces in Kenya compared to developed countries with human resource practices tailored to the military officers only. From the foregoing the current study focussed on Human resource management practices, employee disposition, employee competence, job stress, and employee performance at the National Police Service of Kenya.

1.1.1 Human Resource Management Practices

HRM practices are those rules and regulations that may help recruit and retain personnel (Indermun, 2014; Anwar et al., 2021). Armstrong (2010) describes human resource management as a technique that firms employ to manage human capital. Human resources are an organization's key asset; hence, the need to implement effective human resource management practices (HRMP). Mayrhofer et al. (2011) defined human resource management practices as those actions that companies engage in, so as to accomplish key human resource management tasks and responsibilities. Mohammed, et al. (2010) states that human resource management is a collection of several aspects, such as practices, policies, and systems. According to Bjorkmana et al. (2008), significant human resource management practices include: recruitment, training, monetary awards, and performance assessment. The best human resource management practices guide employee behaviour that may affect performance. Therefore, effective HRMP packages have the potential to transform human capital into a valued corporate asset. Lumwagi (2014) defines HRM practices bundles as: employee relations, employee training, growth, and recruitment and selection. A well-defined set of human resource practices enables organizations to accomplish tasks and achieve targets.

Firms may boost employee productivity by enhancing performance through implementation of best HRM practices (Lumwagi, 2014). Similarly, training and development, performance review, incentives, employee compensation, and empowerment are all HRM practices that greatly contribute to employee productivity (Anwar & Abdullah, 2021). Well-trained employees have more opportunities for career growth that lead to improved performance. As a result, the appropriate human resource strategies must be

implemented in order to achieve corporate goals and enable organizations to remain competitive.

Human resources are an organization's most significant asset; hence the need to use best HRM practices to achieve competitive advantage (Anwar & Abdullah, 2021). Martin (2011) characterizes these human resource management practices as staffing, employee training, remuneration, assessment, and supervision. Huselid (1995) further proposes a set of six human resource management practices which includes: personnel, incentives and employee rewards, managing performance, staff participation, and capacity development. Pfeffer (1994) mentions six HRM practices that relate to employee performance. They include: employment security, selective hiring, self-managed teams/team working, high compensation contingent on organizational performance, reduction of status differences and sharing information. The study adopted the following dimensions of HRM Practices as suggested by Lumwagi (2014): human resource planning, management of personnel, recruitment & selection, compensation, training and development, employee relations, and performance management.

1.1.2 Employee Disposition

A person's disposition refers to a pattern of behaviour displayed in diverse circumstances. Individual dispositions consist of personality traits that explain how individuals respond in distinct settings which are determined genetically (Dormann & Zapf, 2001; Dommer & Winterich, 2021). Disposition is a form of behaviour or a distinct predisposition to behave in a certain way (Cohrs, et al., 2006). Personality traits and individual features are individual dispositional variables (Arvey, et al., 1994; Dommer & Winterich, 2021). Individual dispositions are categorized as Affective Dispositions (AD) in the Affectivity

model, which are further grouped into: Positive Affectivity (PA) and Negative Affectivity (NA) (Larson & Judge, 2001). According to Zanon and Hutz (2013), the term "affective disposition" relates to how individuals experience negative and positive consequences.

Negative Affectivity (NA) is a mental condition in which a person feels negative emotions that result in unhappiness, whereas Positive Affectivity (PA) refers to a mental state where a person experiences a positive feeling such as enjoyment of an activity (Dommer & Winterich, 2021). NA and PA have distinct effects and are essentially self-contained. Individuals with high NA levels often experience psychological stress and poor health conditions (Dommer & Winterich, 2021). On the other hand, low PA levels are related to emotions of calmness and serenity. Individuals with a high PA tend to be more energized, attentive, eager, and energetic, while individuals with a low NA look indifferent, inactive, or casual (Watson & Clark, 1988; Dormann & Zapf, 2001). According to Staw et.al. (1986) PA or NA may lead to happiness or discontent, depending on the emotion shown, hence affecting employee performance. This study, therefore, adopted the observations by Judge and Larson (2001) and Dommer and Winterich (2021) in conceptualizing employee disposition as either positive affectivity or negative affectivity.

1.1.3 Employee Competence

Boyatzis (1982) defined competence as a person's basic traits that vary in response to certain conditions. It is the ability, a personality feature, or knowledge that one applies in the course of duty. Competence also refers to the ability or expertise to perform a complex activity within a specified time limit (Rychen & Salganik, 2002). In addition, competence can be defined as a set of human characteristics, such as objectives, intents, and personality traits associated with a specific job that enhances performance (Krell, et al., 2022). Muindi

(2015) asserts that employee performance may be assessed by observing them while performing difficult tasks. Based on this observation, one may conclude that an individual is competent (Oates, 2001). According to Krell, et al. (2022), an employee's job performance requires a set of fundamental competencies. Regardless of the company's size (big or small), some essential competencies are required in order to achieve organizational goals and objectives. Borman and Motowidlo (1997) discovered a relationship between personality and workplace performance. Expectancy theorists such as Vroom, Porter, and Lawler, asserts that individual characteristics and features such as personality and competency affect an employee's productivity.

Competencies may be viewed as internal capacities or dispositions expressed through behaviour such as intentions and goals. Additionally, Woodruffe (1992) asserts that tasks and personal discipline may categorize certain competencies that enhance employee performance. According to Spencer and Spencer (1993), people possess certain competence features: drives, actions, self-perception, abilities, and knowledge. Psychological characteristics are those drivers that motivate an individual to behave differently. Spencer and Spencer (1993) define traits as a one's physical qualities and responses to various circumstances, while self-perception infers an individual's attitudes, ethics, and self-perception. Knowledge relates to one's level of familiarity with the specified work which enables the individual to perform differently compared to fellow colleagues. In the words of Spencer and Spencer (1993), a skill is the capacity to accomplish certain tasks in the work place. Krell, et al. (2022) asserts that innate competencies may include behaviours and self-perception, whereas the observable competencies are abilities and knowledge. Visible capabilities are gained via education and

growth, while invisible skills are innate. Therefore, this study conceptualized competencies following the works of Spencer and Spencer (1993) and Krell, et al. (2022) and Muindi (2015) as; knowledge/qualifications, technical skills, and general skills/attributes and experience.

1.1.4 Job Stress

Job stress is a common impediment to a firm's productivity in today's workplace. Employees must be able to manage job stress to achieve improved performance (Latham, 2021). Job Stress has been defined by Naqvi et al. (2013) as a physical and mental condition caused by work pressure. A mental disorder may occur due to lack of resources to cater for life demands. Goswami and Burman (2015) describe stress as a psychophysical situation in which one feels unable to cope with certain life demands. Lack of motivation and organizational commitment are some of the psychological experiences that one undergoes due to stress. Colligan and Higgins (2005) categorized causes of stress into two categories: organizational stressors and extra organizational stressors. On the other hand, Musyoka et al. (2013) has conceptualized these causes of stress as work and non-work stressors.

Gill et al. (2010) perceive job stress as one's response to undesirable work situations, which means that threatening work environment may lead to job stress. Daniel (2019) associates stress with decreased organizational effectiveness, poor employee performance, lack of concentration, substandard work, high turnover, and absenteeism. These are linked to: mental health difficulties, anxiety, emotional disorders, and work-life balance, and depression, physical ailments like migraines, obesity, and cardiac arrests. Most firms achieve high performance by overworking employees to meet deadlines. However, this

may affect employees both physically and psychologically leading to poor performance (Gomathi & Rajeswari, 2021). Musyoka et al. (2013) conceptualized stress manifestations in three ways: physiological, psychological, and behavioural. Stress reveals itself physiologically when an individual experiences immune system complication such as: high blood pressure, headaches, and heart disease. An individual may psychologically suffer stress due to certain job demands such as work overload and poor remuneration. Such symptoms include; demotivation, despair, disengagement from the organization, and dissatisfaction with one's employment.

On the other hand, stress may reveal itself through behavioural traits which include: poor productivity, intoxication, oversleeping, chain-smoking, and sleeping at the wrong time, thus affecting one's disposition (Gill et al., 2010). Stress is a cognitive perception that a situation is uncontrollable and unpredictable and elicits psychological, physiological, and behavioural reactions (Dickerson & Kemeny, 2004; Gomathi & Rajeswari, 2021). The study conceptualised job stress following the works of Musyoka et al.(2013) who categorised stress manifestations in three ways: physiological, psychological, and behavioural stress.

1.1.5 Employee Performance

Campbell (1990) defined performance as an individual-level quality that distinguishes the performance of employees from company performance. When considering an employee's performance, it is important to distinguish between action and result behavioural dimensions. The behavioural dimension is concerned with the performance of an individual and how it relates to the organisational objectives (Campbell et al., 1993). He further observes that an employee's performance is associated with one's actions and how both

internal and external environment influences them. Boxall and Purcell (2005) defines performance by quoting the Ability, Motivation, and Opportunity (AMO) formula, which posits that performance results from AMO contribution. According to the AMO formula, employee motivation enhances employee performance in organizations. Campbell (1990) further categorizes job performance into contextual and task performance. Job performance has been defined by Van Scotter (2000) as the proficiency of an employee. Campbell (1990) categorizes performance as job tasks that includes: job-specific and non-job-specific.

According to Campbell (1990), contextual performance has been associated with certain positive employee behaviours that may lead to organizational effectiveness. Contextual performance factors may include one's discipline, effort, and teamwork. Hosie and Nankervis (2016) observe that organizational goals can be achieved through both contextual and task performance. Motowildo et al. (1997) differentiated between contextual and task performance by identifying some key indicators that constitute performance such as ability and skills. Job performance is viewed as the skilfulness with which tasks are accomplished in an organization. Abilities and skills are associated with task performance, while personality factors are associated with contextual performance. Cognitive ability and personality are intervened by knowledge, skills, and work habits (Soto et al., 2021). This study adopted the following dimensions of employees' performance as first suggested by Campbell (1990), Muindi (2015) and Nankervis (2016); Contextual Performance (teamwork, personal discipline), and execution of assigned tasks (proficiency in job-specific and non-job specific task).

1.1.6 The National Police Service of Kenya

The National Police Service (NPS) is a national security organ established through (the NPS Act) 2011, as provided for in chapter 14, article 239 of the constitution. In addition, article 244 of the constitution stipulates the goals and functions of the NPS: to maintain professionalism and discipline in force; maintain transparency and accountability; observe human rights and basic liberties; embrace staff training and inculcate positive relationships among people. NPS is, therefore, mandated with the preservation of law & order, and protection of life and property (NPSC, 2013/2014). The National Police Service has a workforce of 115,150 police officers spread across the 47 counties of Kenya. The NPS comprise of two main departments, namely the Kenya Police Service and the Administration Police Service. Both departments comprise of three levels of staff: senior officers, middle level officers, and junior officers. Senior officers consist of Inspector General, Deputy Inspector General, Senior Assistant Inspector General, Assistant Inspector General, and the Commissioner of Police. Middle level officers comprise; Senior Superintendent of police, Superintendent, Assistant Superintendent, Chief Inspector and Inspector of Police. The junior level officers include: Senior Sergeant of police, sergeant, Corporal, and police constable (NPSC, 2013/2014).

The NPS embarked on the implementation of the Medium-Term Plan II (2013–2017) as advised by the National Task Force on Police Reforms (2009) as outlined in Articles 243 and 246 of the constitution. This legislation provides for the establishment of a National Police Service and an oversight body known as the National Police Service Commission. Over the past five years the government has spent a total of Ksh.184 billion in recurrent and development expenditure, while development partners have committed around

Ksh.1.45 billion on police reforms over the same period (Internal Affairs Unit Report, 2020). Human resource management practices contribute significantly to the relationship between employees and employers thus HRM practices may positively affect employee disposition leading to employee performance

1.2 Research Problem

Human Resource Management HRM practices influence employee behaviours, which affect performance outcomes (Kehoe & Wright, 2013). For example, due to dynamism in technological change and volatile market environment, organizations need to embrace employee performance in order to remain competitive and relevant (Rodjam et al., 2020). However, improved employee performance cannot be achieved without implementing the best HRM practices which are critical for business expansion and growth. Bowra et al. (2012) observe that devoid of proper HRM strategies, the firm's vision and mission may not be achieved. Existing literature has linked HRM practices to performance (Otoo, 2019), employee disposition to performance (Falola et al., 2014; Rodjam et al., 2020), employee competence to performance (Aima et al., 2017), employee job stress and performance (Yazdanfar et al., 2015; Daniel, 2019). According to Shaukat et al. (2015) human resources in organizations are key assets that require proper management in order to achieve improved performance hence the need to back up HR management with HRM practices. An individual's disposition may positively influence one's attitude which may lead to increased employee performance.

Individual dispositions may be interpreted as evaluative tendencies that influence people's perception of their work environment. Affective disposition may determine an individual's work attitude which may affect employee performance. According to Weiss and

Cropanzano (1996) negative affective dispositions predispose employees into reacting strongly to negative events. Spielberger et.al. (1983) describe another dispositional characteristic as the trait anger which causes an individual to express anger with the slightest provocation. Positive affective disposition may lead to employee performance (Steger et.al.,2013) thus increased productivity.

Lack of employee training may lead to incompetence which may hinder employee performance (Yazdanfar et al., 2015). Employee training is one of the human resource bundles that enhances competence in job performance in organizations. Training is a persuasive technique used in an organization to influence employee behaviour and attitudes leading to positive job outcomes (Falola et.al., 2014).However, a relationship between HRM practices, employee disposition, employee competence, and employee job stress are yet to be explored in the already existing empirical literature. This study therefore, bridges both the conceptual and contextual gap because it has conceptualised and operationalized the above variables differently. According to Ivancevich et.al. (2006) stress emanates from respective work places while stress that originate from other external environments affects their behaviours which finally affects employee performance. An individual may experience work related stress such as conflicts with colleagues which lead to incompetence (Khamisa et.al.,2015). Conceptually, past studies such as (Kehoe & Wright, 2013) reveal a link between human resource management practices and employee performance. HRM practices influence employee behaviours, which affect performance outcomes. Shaukat et al. (2015) in Pakistan, also found a relationship between HR practices and employee performance. Bassetti et al. (2011) established that job-related stress and emotions affect individual performance in Italy thus affecting employee productivity.

Mulolli (2015) conducted a cross-sectional survey study on HRM practices and growth of SMEs in Kosovo, where a positive, strong link was established. Another study by (Gheitani & Safari, 2013) revealed a linkage between HRM practices and employee performance in the Iranian public sector. Kim, et al., (2019) studied the impact of HRM practices on workers' eco-conscious behaviour and environmental performance in the hotel industry and found that HRM practices significantly affect employee performance. Fey and Björkman (2017) researched on the effect of HRM practices on the growth of MNC subsidiaries in Russia. Shaukat et al., (2015) established an impact of HRM strategies on employee performance. Lumwagi (2014) conducted research in Kenya on human resource management practices that influence employee performance in public institutions. Sagwa et al. (2015) evaluated the impact of HRM practices on firm's performance in Kenya and found that optimal HRM practices positively influence employee outcomes.

Contextually, most researches have been carried out in the developed countries, corporate sector, and parastatals in different institutions. None of these studies were specifically done at the National Police Service of Kenya. Khamisa et al. (2015) conducted an experimental study on job-related stress, burn-out, job satisfaction, and general health of nurses among South African nurses. They discovered that job-related stress had a link with job satisfaction. Muindi (2015) conducted research in Kenya on work-life quality, behaviour, job satisfaction, competence, and job performance and discovered a link between the variables. Other studies such as Lumwagi (2014), Alusa and Kariuki (2015), and Mulolli (2015) have used fewer bundles of HRMP, making them limited which makes the current study different in terms of concept. Daniel (2019) discovered a significant relationship between job stress, employee performance and effectiveness in Nigerian firms. The

research guided that businesses should employ more stress management strategies such as frequent employee counselling sessions, time management, behavioural training, staff welfare initiatives, and art of living sessions.

The current study, therefore, examined Police officers' stress management levels to determine if it affects their performance. NPSC annual report 2013/2014 highlights several HRM practices that have been implemented since its inception. These include: staff training, reward management and police vetting. Public complaints related to police performance have prompted enactment of legislations on police reforms. These are: National Service Commission Act (2011) and Independent Police Oversight Authority Act 2011. Ransley Report (2009) in Kenya, recommended police vetting and welfare which has not shown an impact so far. In 2018, the government implemented considerable changes to the National Police Service, command control centre, and welfare programmes. The changes attempted to turn the force into a "respectable service" as compared to a "feared force." (NPS Report, 2018). Despite all these legislations little has been achieved (Amnesty International, 2013).

There have been media reports about police killing colleagues and relatives and finally committing suicide. Police perform their duties in anger resulting to violence which has been associated with individual disposition. The police force lack competence to cope with the performance related challenges (Alston, 2009). For a long time, police recruitment exercise has targeted very low qualifications especially standard eight drop outs until recently when the entry grade was increased to secondary school qualification of D+ and above. Most of the police officers work for long hours and mostly multi-tasking thus exposing them to poor health and mental stress which may affect their performance. This

study, therefore, examined the variables: HRM practices, employee disposition, employee competence, and job stress in order to have an insight on the current situation at NPS. The current study findings add value by building on the already existing body of knowledge thus filling the knowledge/conceptual gap.

Staw et. al. (1986) conducted a longitudinal study on employee disposition, while Khamisa et al. (2015) and Bassetti et al. (2011) carried out experimental research on job stress and performance. In terms of methodology this study is unique because in describing and identifying relationships between major variables, it uses a descriptive cross-sectional survey research design and a combination of both stratified and systematic random sampling thus bridging the methodological gap. This research is different in that it employs hierarchical and stepwise regressions to assess the effect of employee disposition, competence, and job stress in testing hypotheses on the relationship between HRM practices and performance further bridging the methodological gap. The study tests the joint effect of HRM Practices, employee disposition, competence, and job stress on employee performance thus making it different from past studies thus bridging the conceptual gap.

The present research adopted a descriptive-cross sectional design to overcome the methodological gap, which explains why its findings vary from those of Kamisa et al. (2015). The current study addressed both contextual and conceptual gap by focusing on Sub Saharan African region and also looked at the relationship between HRM Practices and Employee performance in a public sector hence departs from the above studies. The study used six HRMP bundles in order to elicit more information and more insight on the HRMP and Employee Performance hence making it different from other studies. In

addition, the current study focused on HRM practices and performance and used job stress as moderating variable thus making it depart from earlier studies.

The current study further departs from earlier studies because it focused on Kenya which is a developing country and used different mediating and moderating variables in order to find out whether the same results will be achieved. This research addressed both contextual and conceptual gap by focusing on HRM Practices and Employee performance in a public sector specifically the National police Service (uniformed forces). The current study used different HRMP bundles in order to elicit more information and more insight on the HRMP and Employee performance. From the foregoing therefore, there is need for this study which is aimed at responding to the problem; what is the effect of HRM practices, employee disposition, employee competence, and job stress on employee performance at the National Police Service of Kenya?

1.3 Research Objectives

This section covers both the general objective of the study and the specific objectives of the study. The study was guided by five specific objectives

1.3.1 General Objective

The general objective of this study was to examine the direct and indirect effects of HRM practices, employee disposition, employee competence, and job stress on the employee performance at the National Police Service of Kenya.

1.3.2 Specific Objectives

The following specific objectives guided the study:

- i. To determine the relationship between HRM practices and employee performance at the National Police Service of Kenya

- ii. To examine the effect of employee disposition on the relationship between HRM Practices and employee performance at the National Police Service of Kenya.
- iii. To determine the effect of employee competence on the relationship between HRM practices and employee performance at the National Police Service of Kenya.
- iv. To determine the effect of employee job stress on the relationship between HRM practices and employee performance at the National Police Service of Kenya.
- v. To examine the combined effect of HRM practices, employee disposition, employee competence, and employee job stress on the relationship between HRM practices and employee performance at the National Police Service of Kenya.

1.4 Value of the Study

The findings of the research would be of great significance with reference to the existing literature in regard to HRM practices in relation to public sector workforce performance particularly the uniformed forces in Kenya. HRMP and Employee performance are a wide area of study that requires further research.

Therefore, the study would be a good reference for academicians and future researchers to find knowledge gaps. In addition, the research would contribute to theory testing; specifically, the AMO theory supported by HCT would benefit from this research, confirming the contribution of HRMP on employee performance. The outcome of this study would provide Kenya Government with knowledge about the linkage between HRMP and performance at NPS and how the relationship affects police performance. In addition, the study would help human resource practitioners and policymakers to appreciate that human resource practices are important organizational tools, especially in

this competitive market environment. This would help policymakers identify the best HR practices that lead to performance. Therefore, NPS employees who are police officers would benefit from the study since they would understand how certain individual dispositions affect their performance. They would realize that their dispositions may influence performance as much as the employer implements the best HR practices. It would enable them to identify basic competencies required to improve their performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The section covers literature review from different scholars. The theoretical foundation in relation to the study variables; HRM Practices, employee disposition, employee competence, and employee performance is discussed. The section examines the linkages between the study variables with an aim to establish the existing knowledge gaps. Finally, a conceptual model showing how the study variables relate is drawn.

2.2 Theoretical Foundations of the Study

Several theories have been established to define and explain HRM practices and performance domains. This study evaluated theories suggesting the relationship between the studied variables. The theories include Ability, Motivation, and Opportunity Theory (AMOT), Human Capital Theory (HCT), and the Social Exchange Theory (SET). The anchoring theory is AMOT and is supported by HCT and SET.

2.2.1 Ability, Motivation, and Opportunity Theory

The Ability, Motivation and Opportunity Theory (AMO) theory proposes that there are three components that shape employee character and thus leading to firm performance. AMO theory, asserts that a firm's interests may be realised through recognition of employees' ability, motivation, and opportunity (AMO). According to the theory they include: abilities, motivation, and opportunity to participate in decision making which may lead to achievement of organizational goals and objectives. The AMO theory by Boxall and Purcell (2003) explains the employer-employee relationship in terms of performance and influence of an employee's behaviour pattern through the implementation of HRM practices.

According to this viewpoint, good human resource practices inspire employees to reciprocate with improved performance. On this premise, performance is the total summation of an individual's ability, motivation, and opportunity to contribute. The formula is based on developing and implementing proper HR structures that cater for employees' needs, such as skills, employee motivation, and job quality. This theory, therefore, links all the study variables, it is the anchoring theory: HRM practices, employee disposition competence, job stress, and performance. As stated in the AMOT, workers may be skilled and motivated, but may not perform well if not allowed to participate in the decision-making process. Therefore, an employee's job performance is determined by their abilities, motivation, and opportunities. This means that an employee's ability, aspirations, and an opportunity to contribute should be considered to improve performance. Nehles, et al. (2003) argue that one requires the ability to perform, which is achieved through training and capacity building.

Motivation and opportunity to participate are necessary when facilitated with the ability to perform. Thus, ability directly links employee performance, while motivation and opportunity may reduce or increase depending on the situation. AMO theory has been criticized as being open-ended as it considers the motivation component as any type of motivation depending on the research question. The theory is further criticised that it considers ability and opportunities as the only moderators of performance while other theories have used many other moderators. Nevertheless, the philosophy is useful to this study because it links employee disposition and employee competence with performance through implementation of best HRM practices. Furthermore, it explains that employee

training leads to acquiring knowledge and skills, which positively influences behaviour leading to performance.

2.2.2 Human Capital Theory

The human capital theory states that employees may improve their productivity through education and training. Schultz and Schultz (1960) developed the Human Capital hypothesis, which claims that companies place a premium on human capital. According to this theory employee training leads to improved performance and productivity. Schultz and Schultz (1960) developed the Human Capital hypothesis, which claims that companies place a premium on human capital and suggested that individuals are part of the organization's assets. The argument maintains that spending on training is expensive and should be appraised as an investment as it is conducted with the intent to make a livelihood. According to this hypothesis, human capital will lead to higher economic outputs. Becker (1994) contends that human capital has higher economic output compared to other organizational assets. In modern-day management, human resources in organizations are considered as assets. Bontis (1999) describes human capital as those individuals who assist firms in accomplishing goals and objectives due to their qualifications and intelligence. Human capital is described as an intangible asset which means that the respective firm does not own it but engages it as the need arises.

Human Capital Theory is therefore significant to this research since it provides a theoretical foundation for moderation effect of competence on HRM practices and employee performance. However, the human capital theory has been criticised by other scholars, such as Sweetland (1996) that it is highly theoretical and empirical and gives information already in the public domain and that the theory does not provide direct answers or

solutions to problems. However, this theory links the study variables, namely: HRM practices and employee performance which make it relevant to the current study. Furthermore, human capital theory relates to HRM practices since it emphasizes the need for training and compensation, which lead to performance.

2.2.3 Social Exchange Theory

Social exchange theory (SET) postulates that social behaviour is an exchange process further known as an act of reciprocity. The exchange is intended to maximize profits while minimizing expenditure. The Social exchange theory (SET) was proposed by Homans (1958). The theory states that the relationship between employer and employee involves unspecified obligations which are not clearly defined. Blau (1964), in his theory on social interaction, contends that the act of reciprocity can neither be bargained nor negotiated; hence, an individual decision. He describes the social exchange as an activity where people help each other based on the act of reciprocity, especially when benefits exceed costs. The benefits can be tangible or intangible, physical or psychological, as the recipient experiences some personal gain. He further posits that Socio-emotional resources create feelings of personal commitment, appreciation, and trust.

The social exchange link depends on the degree of reciprocity by the other party. An employment relationship, for example, can be perceived as an exchange where the employer gives certain returns for an employee's labour, such as salary and job security. This exchange may depend on expectations from both parties since each party expects some kind of reciprocity. Job Security and salary influence employees' commitment to their employer, leading to improved performance (Mbarak et al., 2015). According to (SET), people get motivated when rewarded for their labour, leading to improved

employee performance. The theory further posits that it is not easy to retain employees with high financial expectations. People anticipate rewards commensurate to their performance (Skehoe, 2015). The employer-employee relationship is dependent on each side fulfilling its commitments. The theory explains that an employee is obliged to perform tasks while the employer has an obligation to compensate. The critics of social exchange theory argue that the theory treats human behaviour or social life as an exchange that one has to reciprocate. The theory reduces social interaction to a mere economic gain or an act of psychological process to achieve the desired goal. This philosophy is important in the current research because it provides a theoretical background that provides a link between employee disposition and employee performance as it is based on reciprocity. This theory explains the mediating effect in the study. Employee rewards/compensation influences employee behaviour, thus leading to improved performance (Takeuchi et al., 2013).

2.3 Human Resource Management Practices and Employee performance

Employee performance may improve as a result of human resource management initiatives, which may lead to employee productivity and performance. Kehoe and Wright (2013), studied the influence of HRM practices on employee attitude. This study provides a total of (15) human resource management practices. These activities include official selection tests, hiring, interviews, fair compensation, staff training, inspiring staff, evaluating growth, staff promotions, and prospect- attractive process. Kumar (2022) conducted a descriptive study to examine the effect of talent management techniques on employee exits and retention goals. The study aimed to evaluate how talent management techniques affected employee retention. An empirical model was regressed to look at how talent

management is related to employee retention. Employees are interested in working for a firm that provides growth opportunities and career progression.

Alsafadi (2021) assessed the link between HRMP and workers' performance and measured job satisfaction among Jordanian commercial bank employees. The findings indicated that HRMP had a positive influence on employee job performance. In addition, job satisfaction which encompasses job enrichment, job stability, and employee engagement, is positively correlated employee performance. Rodjam et al. (2020) examined effects of HRMP on performance mediated by job satisfaction. Thailand's pharmaceutical industries workforce participated in the cross-sectional research. The findings revealed that HRMP such as employee training, bonus appraisal, compensation, and empowerment were positively linked to employee performance. Additionally, Kehoe and Right (2013) observed that HRM practices are an important organizational tool aimed at improving employee performance.

Jiang et al. (2013) evaluated the relationship between HRP and performance in India. The study revealed a link between certain HRM practices and employee growth. The report highlights many HRM practices that directly affect performance which include: compensation and training. Bowra et al. (2012) conducted an empirical study in Pakistan's pharmaceutical industry on the impact of HRM practices on employee performance. The research revealed that training impacts on performance because it enhances their skills and abilities associated with certain activities and responsibilities. Güngör (2011) in Turkey studied the relationship between employee reward management systems and performance. The study revealed that financial incentives had an on-impact on employee performance.

Employee motivation may significantly influence an organization in today's turbulent economic climate.

Wan et al. (2002) contends that human resource management is a collection of some HRM practices namely; personnel empowerment, job design, performance assessment, and employee rewards. The research which was conducted in the Singaporean financial industry, discovered that certain HRM practices had a favourable influence on organizational performance. According to this study they include; human resource management practices, performance, employee productivity, job satisfaction, and dedication. Globally, enterprises must prioritize human resource policies in organizations such as recruitment and selection so as to attract and retain qualified personnel capable of propelling their businesses to greater heights. In Palestine, Jouda, et al. (2016) examined the impact of HRM practices on employee performance. The research found a favourable correlation between HRMPs such as employment, recruitment, performance management, remuneration, motivation, and employee performance.

2.4 Human Resource Management Practices, Employee Disposition, and Employee Performance

HRM practices may increase performance if implemented in an organization. In order to achieve improved performance, organizations may require the right personnel that is willing to adopt the organizational culture, behaviour, and attitude (Dommer & Winterich, 2021). Employees' culture and attitude may influence their disposition which may affect performance if not addressed. The PA and NA models are two approaches that describe personal preferences and explain why individuals behave differently. The model differentiates between general feelings linked to high levels of pleasure and satisfaction and those linked to pain and misery, thus affecting performance.

According to Judge and Larson (2001), individuals must be mentally stable to perform. The psychological component of performance encompasses emotional, cognitive, and physical resources. Similarly, positive affectivity may enable employees to understand their workplace, leading to employee performance. Alfes et al. (2019) in their study examined perceived UK police force employees' perception of human resource system strength towards organizational change. According to this study, perceived organizational support and positive affectivity were significantly associated with workers' capacity to deal with organizational change and employees' opinions. Steger et al. (2013) explored the linkage between positive emotional disposition and expressive work regarding work arrangement and found that affective disposition and expressive work had significant interaction. Consequently, effective human resource management practices may affect employee disposition, thus resulting to improved performance. Mostafa (2017) studied the impact of affective and emotional mechanisms on High-performance HR practices (HPHRP) and workers results among local government employees in Wales. The findings revealed that HPHRP positive affectivity (PA) influenced employees, thus leading to productivity and good performance. Moreover, positive affectivity played a mediatory role, hence establishing a significant positive link between HPHRP, job satisfaction, and organizational citizenship behaviours.

2.5 Human Resource Management Practices, Employee Competence, and Employee Performance

Firms may achieve employee competence by implementing best HR practices such as employee training, among many others. Anjum, Ming, and Puig (2022) investigated planned HRM practices in South Asian small and medium-sized businesses. The research determined the effect and interaction between SHRM practices and service behaviour among Pakistani SME employees. It adopted a cross-sectional approach and collected data from 32 small and medium-sized businesses. They encompassed fields such as manufacturing, consultancy, automotive, fashion, handicrafts, surgery, sports products, and customer service in eight Pakistan's largest cities. The study revealed a significant relationship between Employee training and customer service behaviour. This study recommended that policymakers should implement proper SHRM practices to promote service-oriented behaviour among employees.

Mutua (2017) assessed the effect of training on employee performance among the Kenyan health sector. The research found out that employee training had a statistical significance on employee performance. The importance of training and development practices cannot be ignored, as it enhances employee effectiveness and proficiency. Therefore, there is need to understand the skills and competencies needed by the workforce in order to achieve organizational goals. Hanaysha (2016) carried out a study to determine the impact of employee training, collaboration, and empowerment on employee productivity in higher education sector. The study found out that employee training positively influences employees' competence, performance, and productivity.

Yazdanfarr et al. (2014) established a strong link between a firm's HRM practices and its competence development programs. HRM practices, such as training and development, may increase employee performance by enhancing their skills. A study on work-life

balance, personality traits, job satisfaction, job performance, and competence, Muindi and K'Obonyo (2015) observes that workers' performance is a product of their competence. According to June and Rosli (2011), a company's assets include its human capital. In addition, they argue that a well-trained workforce is essential to a firm's success. Past scholars found a link between ambiguity in roles and competence and performance in Malaysia. Therefore, training and employee retention is essential to achieving organizational objectives. Azmi (2010) performed empirical research and revealed extensive usage of competence-based performance management, firm's growth, and career progression. Such HRMP strategies equip employees with knowledge skills that improve performance.

2.6 Human Resource Management Practices, Job Stress, and Employee Performance

Stress may be caused by organizational challenges such as poor leadership styles and communication between the public and police officers. Therefore, stress has been conceptualized by past scholars such as Musyoka, (2013) as work stress and non-work stress. From the two categories, stress further reveals itself in three manifestations: physiological, psychological, and behavioural. In the current competitive world, modern organizations strive to ensure that job stress is managed to a minimum so as to achieve improved performance (Bano, 2011; Musyoka, 2013). In order to achieve this important goal, firms must ensure that the best HRM practices are implemented. According to AMO theory, the line managers are the link between top management and junior management. Therefore, they require the ability, motivation, and opportunity to implement HRM practices effectively. This may finally reduce work stress, thus leading to positive outcomes.

Pandey (2020) conducted a descriptive research study to analyse how job stress influences employee performance. Employees of commercial banks in Kathmandu were surveyed for the research. The study identified factors such as employment workload, job insecurity, poor communication, and the type of work as major stress factors that contribute to stress among the staff in the commercial banks. These stressors have a detrimental impact on the performance of workers. In Vietnam, Khuong and Yen (2016) investigated the impact of work stress on employee work growth. Workplace stress and employee performance in Dong Xuyen's industrial zone were examined. This was case study research investigating the impact of work overload, working relationships, role ambiguity and conflict, and career advancement. The results established that working factors were statistically significant and positively linked to job stress. Additionally, job stress had an adverse effect on employee performance. Career development indirectly affects employees' job performance through job stress. According to the research, firms in Dong Xuyen's Industrial Zone may lower job stress by resolving workplace disputes, work environment, and career growth. This may lead to employee performance which may finally lead to productivity.

Juma, Ayodo, and Simatwa (2016) conducted a study on the variables that contribute to stress amongst women heads of public high schools in Kenya. The research defined stress as role conflict, a loss of privacy, a hostile work environment, a scarcity of workers, sexual harassment, and a heavy workload. Moreover, job stress has been theorized by Gill et al. (2010) as a person's responses to work situation characteristics that affect him. These characteristics are poor pay, poor working conditions, and poor communication. Research conducted by Naqvi et al. (2013) revealed that deficiency of some HRM practices such as financial rewards, flexible work hours, and a good work environment are negatively

correlated with employees' productivity. For example, lack of financial rewards may affect an employee psychologically, affecting performance. In addition, an Individual's behaviour pattern may be affected by workload and role ambiguity which may negatively affect performance (Juma et al., 2016).

Nehles, et al. (2003) used the AMO theory to examine line management performance to determine the success of HRM implementation. The study found that line managers excel in their HRM role when facilitated with the ability and opportunity to implement the best HRM practices in the line of duty. This can be done through proper training and motivation. In addition, implementation of the best HRM practices may reduce job stress leading to positive employee outcomes and productivity. Michie (2002) categorizes stress as organizational stressors and extra organizational stressors. Organizational stressors may emanate from organizational policies such as career development and organizational structure. Inter/intragroup conflicts such as individual relationships at work while extra organizational stressors emanate from family responsibilities, financial obligations, and housing problems. Michie (2002) adds that extra organizational stressors such as family and life crises may affect an individual's performance.

2.7 Human Resource Management Practices, Employee Disposition, Employee Competence, Job Stress, and Employee Performance

In an organization, job stress may affect employee outcomes if not properly managed. Mutua (2017), in the Kenyan context, carried out a study that revealed a link between training and development and staff performance in the health industry. Organizations strive to influence employee dispositions through the implementation of best HRM practices. According to AMO theory, line managers are the link between top management and junior management. Therefore, they require the ability, motivation, and opportunity to implement

HRM practices effectively. This may influence employee disposition, therefore, leading to enhanced performance. Juma et al. (2016) postulate that stress manifests in psychological and physiological state, leading to imbalance, which affects an individual's performance. According to the report, female principals of Rachuonyo North Sub- County and Homa Bay were found to be under occupational stress. In addition, work environment was found to be a major contributor to stress. HRM practices such as capacity building may reduce stress, enhance employee competence, and positively influence behaviour, leading to employee performance.

According to a study by Awadh et al. (2015), job-related stress has an adverse impact on the functioning of Kenya's county administrations. This research found a linkage between occupational job stress and employee performance. Rotich et. al. (2014) also conducted a descriptive survey on the competence of primary school head teachers in Kenya. This study concluded that capacity building relates to competence. Capacity building is one of the HRM practices that has been globally applied in organizations. Moreover, training and development is an important feature in organizations as it leads to competence through efficiency and employee effectiveness thus enhancing employee productivity and positive attitude which may finally lead to employee performance.

Ahmad and Schroeder (2003) studied the effect of HRM strategies on performance and found out that HRM practices improve performance through implementation strategic HRM practices to enhance employee performance. Some of these strategies may include employee stress management through capacity building. This may positively influence an individual's disposition, thus enhancing employee competence. Additionally, Nehles et al. (2003) using the AMO theory examined the impact of HRM strategies on managers'

performance. According to the study, when empowered, line managers may be more efficient and effective in HR management jobs. Therefore, employment of effective HRM practices may positively affect employee disposition, ultimately resulting in improved performance.

2.8 Summary of Knowledge Gaps

Table 2.1 highlights the knowledge gaps and contains past studies by various scholars which are closely related to the current study in relation to study variables. It covers: research methodologies, the study results, knowledge gaps, and the current research focus, which makes it different from earlier studies.

Table 2.1: Summary of Knowledge Gaps

Study	Focus	Findings	Methodologies	Gaps	Current Study
Kumar (2022)	Personnel management strategies' effect upon intents for employee turnover and retention.	Employees prefer a company that gives the option of expanding and rising on the professional ladder. Compensation plans are particularly significant in recruiting and maintaining the personnel	Descriptive-Cross Sectional	The study relied on a systematic review of literature	The present study used an empirical model to bridge the methodological gap in demonstrating the relationship between HRM practices and employee performance.
Anjum, Ming and Puig (2022)	The purpose of the study was to examine the influence and link between SHRM practices and employee service behaviour in Pakistan SMEs	In general, SHRM practices showed a significant link with service behaviour, as well as a beneficial influence.	Descriptive-Cross Sectional	The study was based in South Asia region (Pakistan) with different geographical dynamics as well examined SMEs	The current research addressed both contextual and conceptual gap by focusing on Sub Saharan African region and also looked at the linkage between HRM Practices and Employee performance within the public sector, as well as the indirect effect of other factors
Mulloli (2015)	SMEs in Kosovo: A Case Study on HR Management Practices	The research revealed a link between HRMP and SMEs Performance	Descriptive-Cross Sectional	The study used only three HRMP bundles. The study focused on SMEs and not public sector	This study addressed both contextual and conceptual gap by focusing on HRM Practices and Employee performance within the public sector. The current study used five HRMP bundles in order to elicit more information and

					more insight on the HRMP and Employee Performance.
Khamisa et al. (2015)	Stress at work, exhaustion, job fulfilment, and overall health of South African nurses were all examined.	The study found that work related stress has a relationship with job satisfaction.	Experimental study	The study was experimental in terms of research design	The current study focused on HRM practices and performance and used job stress as moderating variable thus bridging the conceptual gap. The present research adopted a descriptive-cross sectional design to overcome the methodological gap, which explains why its findings vary from those of Kamisa et al. (2015)
Sagwa (2015)	The influence of human resource management practices on employee results: research of companies listed on the Nairobi stock exchange	The Study found a linkage between HRMP and Employee Outcome	Descriptive-Cross Sectional	The study focused on SMEs and not public sector. The study focused on HRM practices and organizational performance	The current research seeks to address both contextual and conceptual gap by focusing on HRM Practices and Employee performance in a public sector. The current study used different HRMP bundles in order to elicit more information and more insight on the HRMP and Employee performance hence adding more knowledge to the current body of knowledge in HRM practice
Alusa and Kariuki (2015)	Human Resource Management, Employee Outcomes, and Performance at the	The research found a relationship between HRMP and Employee Outcome	Descriptive Survey	The study focused on private sector employees and not public sector.	This research addressed both contextual and conceptual gap by focusing on HRM Practices and Employee performance in a public sector specifically the National

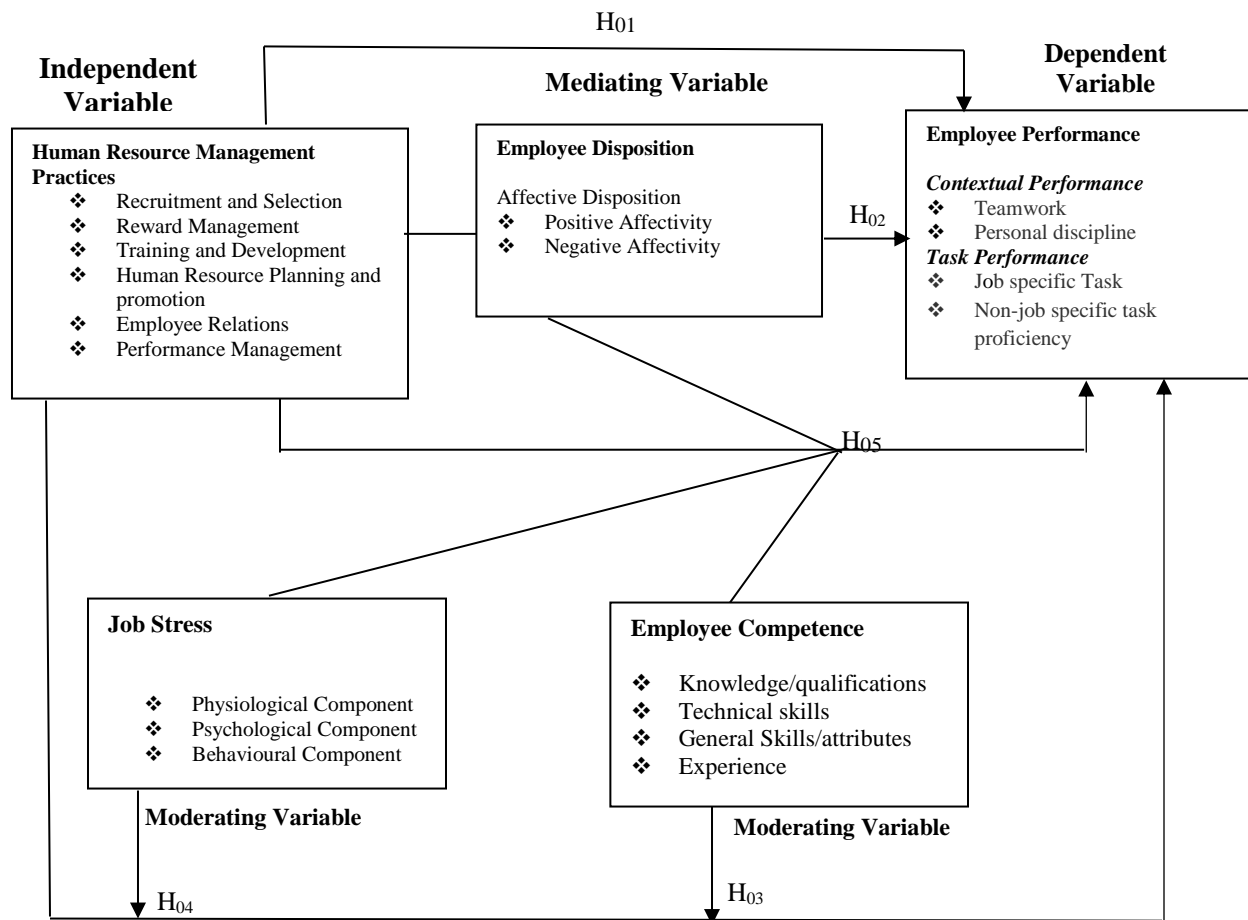
	Coffee Research Foundation in Kenya were all examined.			The study focused on HRM practices and organizational performance	police Service (uniformed forces). The current study used different HRMP bundles in order to elicit more information and more insight on the HRMP and Employee performance.
Jiang et al. (2013)	Human resource management practices and employee performance in India were investigated.	The study identified a clear relationship between some HRMP and employee performance	Descriptive Survey	The study focused on employees in India	The current study focused on Kenya which is a developing country. It used different mediating and moderating variable to in order to find out whether the same results will be achieved. Thus, filling the conceptual gap
Gheitani and Safari (2013)	Estimation of the contribution of human resources management practices on Iranian public sector employees' performance	The research found strong linkage between HRMP and Employee performance	Descriptive Survey	The study focused on India The study used fewer HR bundles	The current study focused on Kenya since working environments are different. The study used different mediating and moderating variables in order to elicit more information. Filling the conceptual gap.
Munjuri (2011)	The Effect of HRM Practices and Performance in Catholic Institutions of Higher Learning in Kenya	Found a strong linkage between HRM practices and performance	Descriptive-Cross Sectional	The study focused on private education sector employees	In terms of conceptual gap, the research employed distinct HR bundles and different mediating and moderating factors. The present study focused on public sector personnel as work situations are different.
Bassetti et al. (2011)	Carried out an experimental study on job-	The research discovered that an association exists	Experimental study	The study focused on job stress and	The current research focused on HRM practices and performance and used job stress as moderating

	related stress, emotions, and performance in Italy.	between stress and performance		performance and used experimental research design.	variable thus bridging the conceptual gap. The present study adopted a descriptive-cross sectional design to solve the methodological gap. The current study overcomes the contextual gap in that it was done at Kenya National Police Service
Ahmad and Schroeder (2003)	Recognition of national and industry differences in the impact of human resource management approaches on operational performance	The research demonstrated a correlation between Human Resource Management Practices on Operational Performance	Descriptive - Cross Sectional	The research focused on developed countries; Germany Italy, Japan and USA Developing nations in Africa, such as Kenya	In order to overcome the contextual gap, the present research focuses on the developing nation of Kenya. The research used different mediating and moderating variables in order to elicit more information.
Staw et al. (1986)	Carried out a longitudinal study on dispositional Approach to Job Attitudes:	The study revealed an association between employee disposition and job attitudes	longitudinal study	The research focused on job employee disposition and performance and was a longitudinal study.	The current research focused on HRM practices and performance and will use job stress as moderating variable thus bridging the conceptual gap. The current study used descriptive-cross sectional design to overcome the methodological gap, which explains why its findings vary from those of Staw et al. (1986)

Source: Researcher, 2022

2.9 Conceptual Framework

A conceptual framework has been drawn in order to guide the empirical research regarding the existing knowledge gaps. It is conceptualized, from the literature review that employee performance depends on HRM practices. The relationship between the two variables is mediated by employee disposition and moderated by employee competence and work stress. Employee performance thus serves as the dependent variable, while HRM practices is the independent variable. Employee disposition plays the mediating role, while employee competence plays a moderating role.



Source: Researcher, 2021

Figure 2.1: Conceptual Framework

2.10 Hypotheses of the Study

The following null hypotheses explains the relationship between the independent and dependent variables:

H₀₁: Human Resource Management Practices do not influence Employee Performance

H₀₂: The Relationship between Human Resource Management Practices and Employee Performance is not mediated by employee disposition.

H₀₃: The Relationship between Human Resource Management Practices and Employee Performance is not moderated by Employee Competence.

H₀₄: The Relationship between HRM Practices and Employee Performance is not moderated by job Stress.

H₀₅: Human Resource Management Practices, Employee Disposition, Employee Competence, and job stress do not jointly significantly influence Employee Performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the structure of the current study and how it was conducted. It includes data collection procedures, tools, validity, reliability, and data analysis.

3.2 Research Philosophy

A research philosophy may be defined as an underlying premise upon which a study in a specific area of inquiry is founded (Guba, 1990). According to Wong et al. (2011) and Wasike et al. (2016), research philosophy has two main orientations: epistemology, which includes studies on the origin, nature, potential, and breadth of human understanding, and phenomenology, that studies nature, possibility, and scope of human knowledge. The second orientation, ontology, is concerned with the general nature of things and the identification of what exists. According to researchers, empirical investigations focus on the phenomenology and positivism philosophical schools of thought (Eastman and Baily, 1996). Past studies have argued that within the environment of contemporary science, the simple arguments of positivism were no longer wholly acceptable. Hence phenomenology philosophy emerged (Bronowski, 1956; Popper, 1959). Hughes (1994) emphasizes that reality is not a rigid entity for the phenomenologist researcher. Instead, it is the invention of people who have participated in the study. Furthermore, reality does not exist in a vacuum; but is impacted by the environment in which it exists, and as a result, many different versions of reality are conceivable. As a result, phenomenology method seeks to describe and investigate occurrences in detail from a qualitative viewpoint. According to Kolb and Frohman (1970), Phenomenology is a purposeful approach to qualitative data that involves the researcher engaging with the case under investigation. According to Stahl (2003), phenomenology is concerned with developing theories. However, critics of the

phenomenological approach contend that it is susceptible to biasness, lack of replication, and generalizability (Mays & Pope, 1995; Parahoo, 1997).

Positivism is an epistemological stance and a kind of a philosophical method where scientists are more objective than subjective when evaluating society. In positivism, knowledge is more factual than abstract and thus depends on observations and experiments. To achieve this, scientists use the already existing theories. This epistemological perspective is based on the classic scientific method of hypothesis testing in theory verification. According to Sarankos (2005), positivism approach follows a certain hypothetical deductive idea that views social research as an interaction between observation and inductive reasoning. The Positivist paradigm is applicable in large samples; hence it would be the most suitable approach to apply in the current study. Under positivism, hypotheses are stated in propositional form, followed by empirical testing using statistical approaches that focus on measuring and analysing relationships among variables, leading to acceptance or failure to accept the hypotheses (Guba, 1990).

Kaboub (2008) asserts that positivists get knowledge by observing and measuring the objective realists in the environment. Kolb and Frohnian (1970) argues that positivism philosophy produces reliable and valid results. However, critics of the positivist method argue that it does not give the necessary tools for investigating human behaviour in-depth and in a natural setting (Parahoo, 1997). In addition, opponents point out that positivism produces helpful but restricted facts that give just a brief perspective of the phenomena under investigation (Moccia, 1988; Payle, 1995).

This study adopted positivism paradigm since it involves an application of research theory, statistical explanation of inferences, and empirically testable hypothesis, which is relevant to the current study. This type of approach has been preferred for use in the current study because it assumes that knowledge is deduced from a hypothesis. Additionally, positivism emphasizes factual information gained from observation and measurements. It is restricted to data gathering and interpretation that is consistent with the study's aims and objectives. The current study is quantitative and theoretically grounded hence the decision to adopt positivism approach. Objective data and statistical techniques were used to test the theory. Therefore, the research was in line with the postulations of the positivist approach.

3.3 Research Design

Research design is a roadmap used to collect data, measure, and analyse data which ensures that the research problem is effectively addressed. Research designs are categorized as quantitative or qualitative. The current study employed a descriptive-cross-sectional survey approach to characterize and identify correlations between significant study variables. The descriptive research design is a theory-based approach in which the main objective is to describe the subject. Researchers who use a descriptive research design integrate the study's many components coherently and logically to ensure that the research question is adequately addressed. It acts as the blueprint and as a guide to data collection and analysis (Sage, 2018). (Irungu, 2007; Marimuthu and Kolandaisamy, 2009; Muchemi, 2013) argue that the descriptive research design has been used for theory testing in line with the positivism approach (Bond, 1989; Hughes, 1994; Easterby-Smith et al., 1997). Descriptive research design focuses on the conditions, practices, and nature of the relationships that are being studied which may be analysed by use of interval and ratio (nominal) data. The

interval type of data was used to test the research hypotheses whereas the nominal data was used to characterize the population. This research design enabled the researcher to investigate correlations between HRM practices and employee performance variables. Employee disposition is an intervening variable, while employee competence and job stress are moderating variables. Cross-sectional studies are advantageous for studying relationships because they capture population features in their natural state (Isa, 2012). The design was appropriate because it allowed the research to collect quantitative data at one point in time and used the same to test the hypotheses.

3.4 Target Population

Target population of the current research was the national police service of Kenya, which comprised of senior officials and their subordinates. Therefore, the National Police Service served as the unit of analysis, while police officers served as the unit of observation. The NPS has a total of 115,150 policemen spread throughout Kenya's 47 counties. The National Police Service is tasked with law enforcement; hence their conduct in terms of performance cannot be ignored.

3.5 Sample Design

The study used stratified random sampling method so as to achieve an accurate representation of the population. Then, stratified random sampling was applied, and the 47 counties of Kenya were used as strata. First, the population was stratified into 47 existing counties, as shown in Appendix 4. Secondly, the percentage of respondents from each county was calculated using the formula of stratified samples (Sample size of the stratum = size of total sample/population size x layer size (number of employees in the county)). Thirdly, after compiling a list of all county employees, a systematic random sampling

procedure was employed to choose sample elements. Systematic sampling is a form of probability sampling technique in which sample members from a larger population are randomly picked and assigned to a defined periodic interval. To calculate the sampling interval, divide the population size by the number of samples needed. Since the target population is higher than 10,000 people, Cochran (1963) determined the sample size using the formula below: $n = \frac{z^2pq}{d^2}$

Where:

n = the ideal number of participants for the study (due to the fact that the target population is higher than 10,000).

z = 1.96, which is the z-critical for 95% confidence level.

p = It was decided to use a 0.5 percent estimate of the target population's prevalence of the features under study.

q = 1-p (The demographic lacking desirable features).

d = statistically significant level, 95% (0.05).

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

As reported in Appendix 4, the study sample for this research was 385.

3.6 Operationalization of Study Variables

Table 3.1: Study Variables and their Operationalization

Variable	Indicators	Measurement	Supporting Literature	Questionnaire Item
HRM Practices (Independent Variable)	<ul style="list-style-type: none"> ❖ Recruitment and Selection ❖ Reward Management ❖ Training and Development ❖ Human Resource Planning and promotion ❖ Employee Relations ❖ Performance Management <p>An ordinal scale on which respondents choose the option that most closely matches their perspective on the aforementioned human resource management techniques.</p>	5-point Likert Scale	Munjuri (2011) Gheitani and Safari (2013)	Questionnaire Part Two
Employee Disposition (Mediating Variable)	<p>Affective Disposition</p> <ul style="list-style-type: none"> ❖ Positive Affectivity ❖ Negative Affectivity <p>An ordinal scale designed to assess respondents' attitudes by eliciting the agreement or disagreement levels with the aforementioned employee attitudes.</p>	5-point Likert Scale	Zanon and Hutz, (2013) Mental Health Foundation (2003)	Questionnaire Part Three
Employee Competence (Moderating variable)	<ul style="list-style-type: none"> ❖ Knowledge/qualifications ❖ Technical skills ❖ General Skills/attributes ❖ Experience 	5-point Likert Scale	Bolzern and konrad (2016) Maxwell (2017)	Questionnaire Part four

	An ordinal scale on which respondents choose the option that most closely matches their perceptions of the aforementioned employee competency indicators.			
Job Stress (Moderating variable)	<ul style="list-style-type: none"> ❖ Physiological Component ❖ Psychological Component ❖ Behavioural Component 	5-point Likert Scale	<p>Goswami and Burman (2015)</p> <p>Harvey (2012) Khamisi et al. (2015)</p> <p>Musyoka et al. (2013)</p>	Questionnaire Part Five
Employee Performance (Dependent Variable)	<ul style="list-style-type: none"> ❖ Contextual Performance ❖ Task Performance <p>In order to get a sense of how people feel about the following employee performance variables, a numbered scale was devised.</p>	5-point Likert Scale	<p>Burhanuddin (2013)</p> <p>Othman (2014)</p>	Questionnaire Part Six

3.7 Data Collection

Data collection is a systematic process that collects and measures information on interested variables in order to answer research questions, test hypotheses, and evaluate the eventual outcome. The study used research questionnaire for primary data collection, as shown in (Appendix 1) which showed that data was collected using structured questionnaires. Due to the nature of respondents and sample size, the questionnaire approach was used for this study. The questionnaire was structured based on existing measurement scales borrowed from literature as guided by (Maxwell, 2017; Musyoka et al., 2013; Gheitani & Safari 2013; Munjuri, 2011).

The data collection tool was divided into five sections; part A, personal information (Biodata); part B, questions relating to HRM practices; part C, questions relating to employee disposition; part D, questions relating to job stress part E questions relating to Employee Competence and part F capturing employee performance. To minimize the incidence of non-response, the questionnaire was self-administered using the 'fill as I wait' approach. This method has been used in other studies, such as Munjuri (2013) and Maxwell (2017).

3.8 Pilot Study

A pilot study was done in order to test the tools for data collection, so as to sample the strategies employed. This was to aid in picking the respondents and determine the suitability of the data collection tool. Kothari (2004) proposed that 10% of the target population as valid for piloting. Therefore, 38 Police officers drawn from Nairobi-west Sub-County were involved in this pilot study. Systematic sampling was then used to identify the individual Police officers within the Sub-County which resulted, to 38

participants being excluded from the final analysis. Pilot research established the dependability and validity of the study's constructs. Quality of data collection instruments is mainly dependent on reliability and validity.

3.9 Reliability and Validity Tests

This section covers reliability and validity test. Reliability is the consistency of the measurement instrument while validity is the accuracy of the measurement instrument.

3.9.1 Reliability Test

Accuracy and precision of measurements are key components of reliability. Reliability depends on how consistent the measurement is, and it is usually measured using an internal consistency reliability test (Mohammed et al., 2010). Most researchers prefer this kind of test because it may not need splitting a scale. The test is administered once and offers a unique quantitative measure of a scale's internal consistency. Measures of internal consistency have always relied on Cronbach's alpha formula. Cronbach Alpha formula was employed in the study due to its relative ease in computation. A co-efficient of 0.70 or more suggests that there is a high consistency of scale items (Zulfqar et. al., 2012).

3.9.2 Validity Test

Kothari (2004) asserts that the ability of a tool to accurately measure what it intends to measure is determined by a validity test. According to Fink and Litwin (1995), validity is used to check if the researcher measures what he wants to measure. In order to test validity, the study used face, content, and construct validity. Content validity refers to the number of elements represented by a measure in a phenomenon. Lawshe (1975) formulated a calculation metric as represented below; Content Validity Index = Face validity. According to by Zohrabi (2013), face validity is the researcher's subjective assessment of

the measuring instrument's validity and the extent to which the researcher believes the instrument is suitable. Face validity was evaluated using expert judgment and guidance from the supervisors. Construct validity refers to how best the operationalization matches the ideas that drive the investigation (Mohajan, 2017). During the evaluation of construct validity, study variables were operationalized, expert opinion was sought, and supervisors' comments incorporated. The research tool was also subjected to a pilot test. A pilot test was administered to check if the respondents understood the questions as intended by the study.

3.10 Diagnostic Tests

The following diagnostic tests were administered: normality, linearity, multi-collinearity, and heteroscedasticity. A test of normality is usually done to assess how normal the data is. If a variable does not pass the normality test, then the histogram would be assessed to check if there were outliers that caused the non-normality of data. If no outliers exist, a log or square root transformation is employed to normalize the data. If the transformation fails, other parametric methods that do not require normality would be used. Such methods include; the 1-sample sign test, Friedman test and the Mann-Whitney test, the Kruskal-Wallis test. Graphically, Q-Q plots were used to test for normality, because the plot tests whether the residuals in regression are normally distributed.

A linearity test was applied to check if the study's predictor constructs have a linear relationship with the dependent variable. A linearity test was done by computing the Pearson correlation coefficient between study constructs in order to determine its significance. In case there were some evidences of a non-linear relationship between the two variables, then some transformations of variables would be done to straighten them.

This was done in a way that yielded useful inferences and predictions through linear regression.

A test of multi-collinearity was done to establish whether two independent variables are co-related or not. This is because problems could arise during multivariable analysis as they may give the same outcome when explaining variability, leading to incorrect and unstable regression coefficient estimations. This test was done using the Variance Inflation Factor (VIF). If multi-collinearity is present, then a ridge regression analysis would be done to mitigate multi-collinearity. This is one of the techniques used for analysing multiple regression data that suffers from multi-collinearity. A heteroskedasticity test was conducted to establish the homogeneity of the residual error. Breusch-Pagan/Cook-Weisberg test was adopted in testing for homogeneity in residual error. This is because heteroscedasticity existence could easily invalidate the statistical tests such as regression analysis and analysis of variance leading to errors.

3.11 Data Analysis

Data was analysed descriptively (standard deviation, mean, and coefficient of variation) and inferentially (Variance analysis, correlation analysis, and regression analysis). First, a descriptive analysis was administered to show the sample's main characteristics. The hypotheses were then tested using simple and multiple linear regression analysis, which determined the predicted linkages between study variables. Pearson, the level and degree of correlations between variables are indicated by correlation coefficients (r). To evaluate how much variation in the dependent variable accounted for by the predictor components, the coefficient of determination (R) was used.

Composite index of human resource management practices (HRMP) reflects HRMP and is an independent variable,

Employee Disposition (ED) is the composite index of employee disposition representing the mediating variable.

Employee Competence (EC) is the composite index of the employee competence representing the first moderating variable.

Job Stress (JS) is the composite index of job stress representing the second moderating variable.

The study tested the following hypotheses using stated analytical models.

Direct effect was tested using simple linear regression analysis. Employee Performance was regressed on Human Resource Management Practices

H₀₁: Human Resource Management Practices do not influence Employee Performance

$$EP = \alpha + \beta_1 HRMP + \varepsilon \dots \dots \dots \text{Equation 4. 1}$$

Mediation effect was tested using Baron and Kenny's (1986) four-step hierarchical regression technique.

H₀₂: The Relationship between Human Resource Management Practices and Employee Performance is not mediated by employee disposition.

Step one:

Employee Performance was regressed on Human Resource Management Practices

$$EP = \alpha + \beta_1 HRMP + \varepsilon \dots \dots \dots \text{Equation 4.2}$$

Step two;

Employee disposition was regressed on Human Resource Management Practices

$$ED = \alpha + \beta_1 HRMP + \varepsilon \dots \dots \dots \text{Equation 4.3}$$

Step three:

Employee Performance was regressed on Employee Disposition

$$EP = \alpha + \beta_1 ED + \varepsilon \dots \dots \dots \text{Equation 4.4}$$

Step four:

Employee Performance was regressed on Human Resource Management Practices and employee disposition

$$EP = \alpha + \beta_1 HRMP + \beta_2 ED + \varepsilon \dots \dots \dots \text{Equation 4.5}$$

In order to predict dependent variable (EP), using the independent variable (HRMP) and the mediating variable (ED), the research employed multiple regression. The aim of step one to three was to determine if there are causal linkages between the variables and whether they are statistically significant so as to continue to step four. Otherwise, mediation evaluation stops. If HRMP became insignificant after ED was introduced, the data showed complete mediation. If HRMP remains significant, i.e., if HRMP and ED both predict EP significantly, then the data show partial mediation.

The moderating variables are represented by Employee Competence (EC) and Job Stress (JS), ε_1 reflects employee performance variation that strategies such as HRM practices, employee disposition, competence, or job stress cannot explain. Stepwise regression analysis was used to examine the moderating effects of employee competence and job

stress on the relationship between HRM practices and employee performance. This was done using three step approach

H₀₃: The Relationship between Human Resource Management Practices and Employee Performance is not moderated by Employee Competence.

Step one:

Employee performance was regressed on HRM practices. Independent variable (HRMP) was used in a simple regression analysis to predict the dependent variable (EP).

$$EP = \alpha + \beta_1HRMP + \varepsilon \dots \dots \dots \text{Equation 4.6}$$

Step two:

Employee competence was introduced in the model. Employee performance was regressed on HRM practices and employee competence (both as independent variables)

$$EP = \alpha + \beta_1HRMP + \beta_2EC + \varepsilon \dots \dots \dots \text{Equation 4.7}$$

Step Three:

The product of the two independent variables HRMP and EC was used to generate an interaction term. This interaction term is the multiplicative relationship between the HRMP and EC components (*HRMP*EC*). Employee performance was regressed on HRM practices, employee competence and interaction term.

$$EP = \alpha + \beta_1HRMP + \beta_2EC + \beta_3HRMP*EC + \varepsilon \dots \dots \dots \text{Equation 4.8}$$

For a moderator effect to exist, there must be a sufficient of empirical variance in the dependent variable that the interaction term can explain.

H₀₄: The Relationship between HRM Practices and Employee Performance is not moderated by job Stress

Step one:

Employee performance was regressed on HRM practices. Independent variable (HRMP) was used in a simple regression analysis to predict the dependent variable (EP).

$$EP = \alpha + \beta_1 HRMP + \varepsilon \dots \dots \dots \text{Equation 4.9}$$

Step two:

Job stress was introduced in the model. Employee performance was regressed on HRM practices and job stress (both as independent variables)

$$EP = \alpha + \beta_1 HRMP + \beta_2 JS + \varepsilon \dots \dots \dots \text{Equation 4.10}$$

Step Three:

The product of the two independent variables HRMP and JS was used to generate an interaction term. This interaction term is the multiplicative relationship between the HRMP and JS components ($HRMP * JS$). Employee performance was regressed on HRM practices, employee competence and interaction term.

$$EP = \alpha + \beta_1 HRMP + \beta_2 JS + \beta_3 HRMP * JS + \varepsilon \dots \dots \dots \text{Equation 4.11}$$

The joint effect was tested using multiple linear regression analysis. Employee performance was regressed on HRM practices, employee competence, job stress and employee disposition.

The base model for forecasting employee performance is presented in model below:

$$EP = \alpha + \beta_1 HRMP + \beta_2 EC + \beta_3 JS + \beta_4 ED + \varepsilon \dots \dots \text{Equation 4.12}$$

Table 3.2: Summary of Objectives, Hypotheses and analytical models

Objective	Hypotheses	Analysis method	Conclusion
<p>Objective 1</p> <p>Determine the relationship between Human Resource Management Practices and Employee Performance at the National Police Service</p>	<p>H₀₁: There is no significant relationship between human resource management practices and employee performance at the national police service</p>	<p>Simple Regression model $EP = \alpha + \beta_1 HRMP + \varepsilon$ Where: EP is the composite index of employee performance α = Constant (y intercept) β_1 = Regression coefficients X_1 = Composite Index of HRM Practices ε = Error term</p>	<p>$p_{value} < 0.05$ imply the adoption of H₁. $-\infty \geq \beta_i \geq \infty$ is the predictor coefficient which indicate the direction of influence on the response variable. R² to measure how much of the dependent variable's volatility is related to its link with the independent variable. F test (Analysis of Variance) examined the regression model's robustness and overall significance.</p>
<p>Objective 2</p> <p>To examine the effect of employee disposition on the relationship between HRM Practices and employee performance at the National Police Service of Kenya.</p>	<p>H₀₂: The Relationship between Human Resource Management Practices and Employee Performance is not mediated by employee disposition at the National Police Service of Kenya.</p>	<p>Baron and Kenny's (1986) four-step hierarchical regression technique Step 1: $EP = \alpha + \beta_1 HRMP + \varepsilon_1$ Step 2: $ED = \alpha + \beta_1 HRMP + \varepsilon_2$ Step 3: $EP = \alpha + \beta_1 ED + \varepsilon_3$ Step 4: $EP = \alpha + \beta_1 HRMP + \beta_2 ED + \varepsilon_4$ Where: α = constant (intercept) $\beta_1 \dots \beta_2$ are regression coefficients EP = composite index of Employee Performance HRMP = composite index of Human Resource Management Practices ED = composite index of Employee disposition $\varepsilon_1 \dots \varepsilon_4$ = error terms</p>	<p>$p_{value} < 0.05$ Imply the adoption of H₁. $-\infty \geq \beta_i \geq \infty$ is the predictor coefficient which indicate the direction of influence on the response variable. R² to determine how much of the dependent variable's variance is influenced by its connection with the independent variable. F test (Analysis of Variance) used a regression model to evaluate its robustness and overall significance. When ED is under control and HRM practices are no longer relevant, the results support complete mediation.</p>

<p>Objective 3</p> <p>To determine the effect of employee competence on the relationship between HRM practices and employee performance at the National Police Service of Kenya.</p>	<p>H₀₃: The Relationship between Human Resource Management Practices and Employee Performance is not moderated by Employee Competence National Police Service of Kenya.</p>	<p>Stepwise Regression analysis Step 1: $EP = \alpha + \beta_2 HRMP + \varepsilon_1$ Step 2: $EP = \alpha + \beta_3 HRMP + \beta_3 EC + \varepsilon_2$ Step 3: $EP = \alpha + \beta_3 HRMP + \beta_3 EC + \beta\beta_4 HRMP * EC + \varepsilon_3$ Where: α = the constant (intercept) β_2, β_4 = regression coefficients HRMP = composite index of Human Resources Management Practices EC = composite index of Employee Competence HRMP*EC = interaction term of Human Resource Management Practices and Employee Competence $\varepsilon_1, \dots, \varepsilon_3$ = error term</p>	<p>$p_{value} < 0.05$ imply the adoption of H₁ in each of the steps. $-\infty \geq \beta_i \geq \infty$ is the predictor coefficient which indicate the direction of influence on the response variable. R² to determine how much of the variance in the dependent variable is attributable to its link with the independent variable. A significant change in adjusted R² following insertion of the interaction term (HRMP*EC) reveals a moderating impact of the term F test (Analysis of Variance) evaluated the robustness and overall significance of the regression model.</p>
<p>Objective 4</p> <p>Establish the moderating influence of Job Stress on the connection between Human Resource Management Practices and Employee Performance at the National police Service</p>	<p>H₀₄: The Relationship between HRM Practices and Employee Performance is not moderated by job Stress at the National police Service</p>	<p>Stepwise Regression analysis Step 1: $EP = \alpha + \beta_2 HRMP + \varepsilon_1$ Step 2: $EP = \alpha + \beta_2 HRMP + \beta_3 JS + \varepsilon_2$ Step 3: $EP = \alpha + \beta_2 HRMP + \beta_3 JS + \beta_4 HRMP * JS + \varepsilon_4$ Where: α = the constant (intercept) β_2, β_4 = regression coefficients HRMP = composite index of Human Resources Management Practices JS = composite index of Job Stress HRMP*JS = interaction term of Human Resource Management Practices and Job Stress $\varepsilon_1, \dots, \varepsilon_4$ = error term</p>	<p>$p_{value} < 0.05$ Imply the adoption of H₁ in each of the steps. $-\infty \geq \beta_i \geq \infty$ is the predictor coefficient which indicate the direction of influence on the response variable. R² to assess how much of the dependent variable's variation is due to its relationship with the independent variable. A significant change in adjusted R² upon introduction of the interaction term (HRMP*JS) confirms a moderating effect of the term. F test (Analysis of Variance) to assess the robustness and overall significance of the regression model.</p>

<p>Objective 5</p> <p>To examine the combined effect of HRM practices, employee disposition, employee competence, and employee job stress on the relationship between HRM practices and employee performance at the National Police Service of Kenya.</p>	<p>H₀₅: Human Resource Management Practices, Employee Disposition, Employee Competence, and job stress do not jointly significantly influence Employee Performance.</p>	<p>Multiple Regression analysis $EP = \alpha + \beta_1 HRMP + \beta_2 ED + \beta_3 EC + \beta_4 JS + \varepsilon$ Where: α =(intercept) $\beta_1 \dots \beta_4$ = regression coefficients EP =composite index of Employee Performance HRMP =composite index of Human Resource Management Practices ED=Composite of index of Employee Disposition EC = Composite index of Employee Competence JS = Composite index of Job Stress ε= error term</p>	<p>$p_{value} < 0.05$ Imply a significant joint effect.</p> <p>$-\infty \geq \beta_i \geq \infty$ Is the predictor coefficient which indicates the direction of influence on the response variable holding other predictors constant</p> <p>R² change to determine how much of the variation in the dependent variable is attributable to its link with the independent variable.</p> <p>To execute F test (Analysis of Variance) to evaluate the regression model's robustness and overall significance.</p>
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Source: Researcher (2022)

3.12 Summary of the Chapter

The chapter describes research methodology, which comprise of the two dominant philosophies in research within social sciences philosophies of positivism and phenomenology. A strong justification for adopting positivism as the research paradigm was provided. This chapter addressed and presented a rationale for choosing a research design of descriptive-cross-sectional survey, target population, sample design, and the data collection tool used. The operationalization of variables and how they would be measured was presented. Finally, the data analysis techniques were discussed while research objectives, hypotheses, and analytical data models and their interpretation concluded the chapter.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

The results of the data analysis and the research findings are presented in this chapter. The current study aimed to determine how the National Police Service HRM practices, employee disposition, employee competence, and job stress affect employee performance. Data analysis included response rate, reliability test, demographic profiles, descriptive statistics, factor analysis, and diagnostic tests.

4.2 Response Rate

A total of 385 questionnaires were administered to respondents and out of these, 346 were returned fully filled and suitable for analysis, as shown in Table 4.1 below. 34 questionnaires were not returned, and 5 that were returned were unfit for study. This corresponded to 89.87 percent response rate. According to Babbie (2004), it is considered suitable for analysis and publishing when it exceeds 50%, good when it exceeds 60%, and very good when it exceeds 70%. Excellent when it exceeds 80%; thus, an excellent response was realized. The excellent response was from the use of introductory letters from the University of Nairobi, the National Police Service Commission (NPSC) authorization letter, and NACOSTI.

Table 4.1: Response Rate

Items	Frequency	Percent
Returned questionnaires	346	89.87
Non-returned and invalid questionnaires	39	10.13
Total	385	100.00

Source: Field data

4.3 Test of Reliability and Validity

This section presented the results of both reliability and validity test. Reliability test was based on Cronbach alpha while validity was based on pilot test.

4.3.1 Test of Reliability

Reliability refers to the capacity to produce dependable and unchanging measurement any time a measuring instrument is used. The research used Cronbach alpha formula to measure reliability. Alpha coefficient varies between 0 and 1. A value > 0.7 is considered to be reliable (Babbie & Mouton, 2009; Zulfqar, et. al., 2012). From Table 4.2, Cronbach alpha values for individual constructs were greater than 0.7 hence the study variables were reliable. Specifically; human resource practices with 34 items had $\alpha = 0.7113$, employee disposition with 20 items had $\alpha = 0.7776$, employee competence with 15 items had $\alpha = 0.8874$, job stress with 15 items had $\alpha = 0.8565$ and employee performance with 11 items had the highest reliability of $\alpha = 0.8977$. Higher values above 0.7 confirmed that the data was reliable thus the conclusions drawn from the same would be reliable.

Table 4.2: Test of Reliability

Variables	No of Items	Cronbach's Alpha
Human management resource practices	34	.7113
Employee disposition	20	.7776
Employee competence	15	.8874
Job stress	15	.8565
Employee performance	11	.8977

Source: Field Data

4.3.2 Test of Validity

Kothari (2004) proposes that validity test is done to determine the level at which a measuring instrument evaluate what it is designed to evaluate. In assessing content validity, Lawshe (1975) formulated a calculation metric as represented in the following expression;

$$\text{Content Validity Index} = \frac{(\text{No.of items declared valid})}{(\text{Total No.of items})}$$

From the research instrument (Questionnaire), the computed Content validity was as follows;

$$\text{Content Validity Index} = \left(\frac{90}{99}\right) \times 100\% = 90.91\%.$$

The instruments were valid and sufficient for further investigation since the content validity was greater than 60%, as recommended by Wagana (2017). Face validity was evaluated by the subjective assessment of the researcher to examine the suitability of the research tool. In addition, the tool was shared with the supervisors, and their input on the suitability was also incorporated. A pilot test was also conducted on the questionnaire. Pilot testing was used to evaluate whether the respondents understood the questions as intended by the study. The results from the pilot test and information obtained from the supervisors were used to modify the questionnaire so as to address construct validity. Further, construct validity was ensured by the operationalization of study constructs, reviewing empirical and theoretical literature in addition to expert views.

4.4 Demographic Characteristics

This section includes data on the respondent's attributes, age, degree of education, gender, length of service, and position in the service. The results were presented using frequency and percentages.

4.4.1 Gender of the Respondents

The target population comprised of both males and females. Specifically, male respondents (71.7 percent) were more than female respondents (28.3 percent), as presented in Table 4.3. This shows that there exists a gender inequality in the National Police Service.

Table 4.3: Respondents' Gender

	Frequency	Percent
Male	248	71.7
Female	98	28.3
Total	346	100.00

Source: Field Data

4.4.2 Respondents' Age

In terms of respondents' age, the study found that majority of respondents at 51.4 percent were aged between 22 and 44 years, followed by 20.5 percent aged between 45 to 55 years, 15 percent aged below 21 years and 9.5 percent were aged 55 and above as depicted in Table 4.4.

Table 4.4 : Respondents' Age

Age		Frequency	Percent
Valid	21 and below	52	15.6
	22 to 34 years	89	26.7
	35 to 44 years	89	26.7
	45 to 54 years	71	21.2
	55 years or over	33	9.8

	Total	334	100.0
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Source: Field Data

4.4.3 Level of Education

The participants were asked questions about their highest education levels which was defined as primary, secondary, college, and university. The results are depicted in Table 4.5.

Table 4.5 : Highest Level of Education

Education	Frequency	Percent
Primary	20	5.8
Secondary	162	46.8
College	98	28.3
University	66	19.1
Total	346	100.0

Source: Field Data

The findings reveal that 46.8% of the participants were secondary school graduates followed by college graduates at 28.3 percent, university graduates at 19.1 percent and primary school leavers at 5.8 percent. This education level distribution implied that majority had secondary school level of education and above hence were able to comprehend the questionnaire well. The results support NPS policy which set police recruitment level of education at secondary level.

4.4.4 Length of Service

The respondents were asked about their length of service at NPS. This period varied from below 5 years to above 30 years, as shown in Table 4.6 below.

Table 4.6: Length of Service

Years	Frequency	Percent
Below 5 years	40	11.6
Between 6 and 10 years	78	22.5
Between 11 and 20 years	69	19.9
Between 21 and 30 years	79	22.8
30 years and above	80	23.1
Total	346	100

Source: Field Data

As indicated in Table 4.6, 23.1% of the participants had served in National Police Service for over 30 years, followed by 22.8% who had served for between 20 and 30 years, 22.5% with 5 to 10 years of service, 19.9% with 10 to 20 years of service and only 11.6% who had served for a period below five years. The findings confirm that most of the participants have served in the National Police Service for over 5 years thus have a good understanding of the National Police service. The report confirms that police force is unique in itself with no clear competitor thus employees tend to stay longer and rise through the ranks than leaving the service.

4.4.5 Position in the Service

Participants were required to specify their rank within the National Police Service. As illustrated in Table 4.7, 53.5 percent (which forms the majority of the respondents) were in junior level, 39 percent were in middle level and the rest 7.5 percent were in the senior level. These results confirm the policy of police recruitment at entry-level every year hence more officers at junior levels. It also shows that there is progressive rise in the position level in the forces. The distribution conforms to the general hierarchy in most organizations.

Table 4.7: Position in the Service

Level of Management	Frequency	Percent
Senior officers	26	7.5
Middle level officers	135	39
Junior officers	185	53.5
Total	346	100

Source: Field Data

4.5 Human Resource Practices and Employee Performance

This study reveals a correlation between HRM practices and employee performance. HR strategies which include: recruitment, reward management, employee training, human resource planning, employee relations, and performance management were operationalized. Respondents rated each item on a Likert scale. The HRM practices evaluated includes: employee recruitment, reward management, training and development, human resource planning, employee relations, and performance management.

4.5.1 Recruitment and Selection

Organizations hire employees through the recruitment and selection process, where advertisements for job promotions are done internally, while new vacancies are filled externally through external advertisements. Recruitment and selection further play a key role in human resources management. Human resource is described as a non-physical asset which means that the respective organization does not own it but engages it as the need arises. The participants were asked to give their opinions on recruitment and selection as shown in Table 4.8 below.

Table 4.8 : Measures of Recruitment and Selection

Statements	Mean	Std. Dev	Coefficient of variation
Recruitment done through advertisement	3.43	1.58	45.95
Communication on offer of appointment is prompt	2.68	1.21	44.96
Shortlisting and interviewing fairly done	2.62	1.37	52.38
Deployment fairly done	2.38	1.18	49.58
Serving officers promoted on merits	2.32	1.18	50.91
Overall	2.69	1.31	48.74

Source: Field Data

As shown in Table 4.8 above, the participants neither agree nor disagree that recruitment done through advertisement had the highest rating (mean = 3.43, std dev = 1.58, coefficient of variation = 45.95), communication on offer of appointment is prompt (mean = 2.68, std dev = 1.21, coefficient of variation = 44.96) and shortlisting and interviewing fairly done (mean = 2.62, std dev = 1.37, coefficient of variation = 52.38). The respondents disagree that deployment fairly done (mean = 2.38, std dev = 1.18, coefficient of variation = 49.58)

and serving officers promoted on merits (mean = 2.32, std dev = 1.31, coefficient of variation = 50.91). The findings demonstrate that respondents were not sure of the recruitment and selection processes in the service. This leaves a gap to be filled by improving the entire recruitment and selection, and promotion processes.

4.5.2 Reward Management

Employee rewards lead to employee motivation thus enhancing employee performance. Employer/employee relationship is an exchange where the employer reciprocates with compensation and job security. An employee is obliged to perform while the employer has an obligation to compensate. Respondents were asked to rate statements on reward management on a Likert scale. The results are shown in Table 4.9.

Table 4. 9 : Measures of Reward Management

Statements	Mean	Std. Dev	Coefficient of variation
I am entitled to Leave allowance	3.7	1.32	35.62
I have a Good medical cover	3.3	2.55	77.27
I am provided with House and office transport in my line of duty	3.24	1.27	39.23
I am well accommodated by employer	2.4	1.25	52.08
I am usually rewarded when I perform well	2.22	1.07	48.38
I am satisfied with current Salary	2.03	1.07	52.81
Overall	2.82	1.42	50.89

Source: Field Data

Reward management had an overall mean of 2.82, and 1.42 standard deviation. It also has a coefficient of variation of 50.89%. The respondents agree that they are entitled to leave allowance (mean of 3.7, Std. Dev of 1.32, coefficient of variation of 35.62). It implies that

participants normally go on leave as and when they fall due. The respondents neither agree nor disagree that they have a good medical cover (mean = 3.3, std dev = 2.55, coefficient of variation = 77.27), they are provided with house and office transport in their line of duty (mean = 3.24, std dev = 1.27, coefficient of variation = 39.23). This means that the service's medical, housing, and transport allowances are not adequate to cater for the respondents' needs. The respondents further disagree that they are well accommodated by employer (mean = 2.4, std dev = 1.25, coefficient of variation = 52.08), they are rewarded when they perform well (mean = 2.22, std dev = 1.07, coefficient of variation = 48.38) and they are satisfied with current salary (2.03, std dev = 1.07, coefficient of variation = 52.81). This implies that there is a short fall in the reward packages in the service hence the need to review and audit the current reward management systems in order to achieve improved employee performance.

4.5.3 Training and Development

Organizations encounter several environmental constraints, necessitating an urgent need to embrace technology. The police force has not been left behind in this technological era, and quite often, criminals are improvising new strategies in order to counter them. Training and development enable a firm to acquire difficult-to-copy knowledge resources and competencies that generate value, leading to improved performance. Respondents were asked to rate statements relating to training and development.

The results are presented in Table 4.10.

Table 4.10 : Measures of Training and Development

Statements	Mean	Std. Dev	Coefficient of variation
I perform better after undergoing relevant training	3.46	1.93	55.84

Nomination for training depend on training needs	2.97	2.27	76.49
Staff training is a continuous process as NPS	2.82	1.27	45.07
I get promoted after receiving relevant training	2.81	1.29	46.19
Nomination for trainees is conducted fairly at NPS	2.54	1.12	44.13
Overall	2.92	1.58	53.55

Source: Field Data

The above findings show that in overall, training and development had a mean of 2.92, std dev of 1.58 and coefficient of variation of 53.55. The respondents neither agree nor disagree that “they perform better after receiving relevant training” (mean = 3.36, std dev = 1.93, coefficient of variation = 55.84), Nomination for training depends on Training needs (mean = 2.97, std dev = 2.27, coefficient of variation = 76.49), Staff training is a continuous process at NPS (mean = 2.82, std dev = 1.29, coefficient of variation = 45.07), they get promoted after receiving training (mean = 2.81, std dev = 1.29, coefficient of variation = 46.19) and Nomination for trainees is conducted fairly at NPS (mean = 2.54, std dev = 1.12, coefficient of variation = 44.13). This implies that the available training programs are inadequate to fill the needs of the respondents. It further demonstrates that not all respondents’ needs are considered when selected for training and thus are not relevant to their jobs. Poor identification of training needs and nomination of those to be trained results in poor performance after training. There is need to review the training process in the organization.

4.5.4 Human Resource Planning

Planning regulates employee behaviour which results in employee performance. Effective human resource planning converts human resources into a valuable organizational asset which finally lead to improved employee performance. Planning entails establishing rules that will attract and retain staff. The planning process supports companies in accomplishing

established objectives in a changeable environment. Statements relating to human resource planning were developed, and respondents were asked to rate them. The responses are depicted in Table 4.11.

Table 4.11 : Human Resource Planning

Statements	Mean	Std. Dev	Coefficient of variation
There is a written scheme of service at NPS	3.01	1.24	41.09
There is succession plan in place at NPS	2.72	1.16	42.65
Succession planning training is a continuous process at NPS	2.6	1.63	62.54
Priority is given to Seniority when promoting officers	2.38	1.60	67.39
Job promotions are fair and equitable	2.15	1.14	53.21
Overall	2.57	1.35	53.38

Source: Field Data

As indicated in Table 4.11 human resource planning had an overall rating of 2.57, std dev of 1.35 and coefficient of variation of 53.38 percent. The respondents neither agree nor disagree that there is a written scheme of services at NPS (mean = 3.10, std dev = 1.24, coefficient of variation = 41.09), there is succession plan in place at NPS (mean =2.72, std dev = 1.16, coefficient of variation = 42.65) and succession planning training is a continuous process at NPS (mean = 2.60, std dev = 1.63, coefficient of variation = 62.54). The study findings demonstrate that there was inadequate human resource planning process in the service. This implies that there was need to address succession gaps to safeguard against service disruptions in the police service.

The analysis shows that respondents disagree that priority is given to seniority when promoting officers (mean = 2.38, std dev = 1.60, coefficient of variation = 67.39) and job

promotions are fair and equitable (mean = 2.15, std dev = 1.14, coefficient of variation= 53.21). This implies that the respondents were not aware of methods used for promotion at the national police service. This further demonstrates that promotions in the national police service were not properly managed in order to achieve a harmonious working relationship.

4.5.5 Employee Relations

Employee relations entails social exchange where people help each other based on the act of reciprocity, especially when benefits exceed costs. The employee reciprocates through improved performance when the best HR practices are implemented. Workers who are skilled and motivated, may not participate in decision-making due to lack of motivation, which may affect productivity. Respondents were asked to rate statements relating to employee relations. The results are depicted in Table 4.12.

Table 4.12 : Employee Relations

Statements	Mean	Std. Dev	Coefficient of variation
Poor employee relations have a detrimental effect on morale, productivity, and may eventually influence performance.	4.28	3.74	87.29
Poor employee relations cost time and money and may result to emotional stress.	3.93	1.21	30.71
Poor Employee relations between me and my employer can lead to misunderstandings which may affect performance	3.7	1.31	35.43
Good employee relations between me and my employer has declined over the years	3.28	2.32	70.85
Good Employee relations exists between me and my employer	3.16	2.57	81.36
Overall	3.67	2.23	61.13

Source: Field Data

As indicated in Table 4.12, employee relations had a total rating mean of 3.67, std dev of 2.23 and coefficient of variation of 61.13 percent. According to the study, respondents believe that bad employee relations have a detrimental effect on morale, productivity, and, ultimately, performance (mean = 4.28, std dev = 3.74, coefficient of variation 87.29), Poor employee relations cost time and money and may result to emotional stress (mean = 3.93, std dev = 1.21, coefficient of variation = 30.71), Poor Employee relations between me and my employer can lead to misunderstandings which may affect performance (mean = 3.70, std dev = 1.31, coefficient of variation = 35.43). Research findings infer that employee relations are not well managed in the service and has a lot of negative effects on their performance.

There is therefore, need to address employee relations to mitigate the challenges currently being faced by NPS. The respondents neither agree nor disagree that good employee relations between them and their employer has declined over the years (mean = 3.28, std dev = 2.32, coefficient of variation = 70.85) and Good Employee relations exists between them and their employer (mean = 3.16, std dev = 2.57, coefficient of variation = 81.36). This implies that the respondents were not sure of the nature of bond between them and their employer. This demonstrates lack of attachment to the employer and given any slight opportunity for alternative job, the respondents would not hesitate to leave the job.

4.5.6 Performance Management

Organizations apply human resource management methods to influence workers' attitudes so as to improve employee performance. Performance management entails managing both human and non-human resources. People get motivated when they are rewarded for their labour which lead to improved employee performance. The study formulated statements on performance management. The results are depicted in Table 4.13.

Table 4.13 : Performance Management

Statements	Mean	Std. Dev	Coefficient of variation
I always look for new strategies to improve my performance	3.41	2.51	73.52
Our organization has a performance management policy in place	3.09	1.17	37.99
I am always appraised on yearly basis	3.09	2.53	81.78
After a performance appraisal I am motivated to work harder	2.84	1.25	44.01
Our organization coaches and guides us on performance issues	2.83	1.24	43.68
Performance targets are set annually	2.81	1.25	44.41
Good performance is recognized and rewarded	2.68	1.26	46.90
Feedback on performance is given on a regular basis	2.62	1.17	44.50
Our organization promotes best performers after a performance appraisal exercise.	2.45	1.54	63.02
Overall	2.87	1.55	53.31

Source: Field Data

The analysis shows that respondents neither agree nor disagree that; they always look for new strategies to improve their performance (mean = 3.41, std dev = 2.51 and coefficient of variation of 73.52). This implies that participants would not go out of their way to increase their performance. This has a negative influence on organization performance.

The organization has a performance management policy in place (mean = 3.09, std dev = 1.19, coefficient of variation = 37.99), they are always appraised on yearly basis (mean = 3.09, std dev = 2.53, coefficient of variation = 81.78), After a performance appraisal they are motivated to work harder (mean = 2.84, std dev = 1.25, coefficient of variation = 44.01).

This demonstrates gaps in the performance management policy in terms of periodic appraisal and usage of the appraisal feedback. There is need to strengthen appraisal process so that respondents could own it. Senior officers coach and guide juniors on performance

issues (mean = 2.83, std dev = 1.24, coefficient of variation = 43.68), Performance targets are set annually (mean = 2.81, std dev = 1.25, coefficient of variation = 44.41), Good performance is recognized and rewarded (mean = 2.68, std dev = 1.26, coefficient of variation = 46.90), Feedback on performance is given on a regular basis (mean = 2.62, std dev = 1.17, coefficient of variation = 44.50). Research findings demonstrate that performance issues in the service are not accorded the seriousness that it deserves by the senior officers in terms of playing the role of coaching, setting and cascading targets to their juniors, recognition and reward of good performance and provision of feedback. This implies that there is need to address performance management gaps in the service. In addition, respondents disagree that after completion of appraisal exercise best performers are promoted (mean = 2.45, std dev = 1.54, coefficient of variation = 63.02). This implies that there is a disconnect between the process and what it is intended to achieve. This indicates that performance appraisal exercise is just a routine exercise carried out, but has no link with improved employee performance.

4.5.7 Summary of HRM Practices Constructs

The study provided summary rating of HRM practices at NPS. Table 4.14 shows the results.

Table 4.14 : Summary of overall HRM Practices Constructs

Subscales	Mean	Std. Deviation	Coefficient of variation
Recruitment and selection	2.69	1.31	48.74
Reward management	2.82	1.42	50.89
Training and development	2.92	1.58	53.55
Human resource planning	2.57	1.35	53.38
Employee relations	3.67	2.23	61.13
Performance management	2.87	1.55	53.31
Overall	2.92	1.57	52.50

Source: Field Data

Table 4.14 shows that, human resource practices had an overall rating of 2.92, std dev = 1.57 and coefficient of variation = 52.50. Employee relations had the highest rating (mean = 3.67, std dev = 2.23, coefficient of variation = 61.13) followed by human resource planning (mean = 2.92, std dev = 1.58, coefficient of variation = 61.13), performance management (mean = 2.87, std dev = 1.55, coefficient of variation = 53.31), reward management (mean = 2.82, std dev = 1.42, coefficient of variation = 50.89), recruitment and selection (mean = 2.69, std dev = 1.31, coefficient of variation = 48.74) and human resource planning (mean = 2.57, std dev = 1.35, coefficient of variation = 53.38) respectively. All the constructs of human resource management practices were rated above 2.5. The results revealed that employee relations are the most important aspect of human resource practices at NPS in line with employee performance.

Employee relations aid in understanding between officers and their seniors boost morale amongst the workforce and reduce time wastage. Training and development is also a significant aspect of HRM at NPS. Acquiring knowledge resources and capacities through training and development may lead to employee performance. Training and development aid individuals in learning new work trends in order to improve on their performance. Proper recruitment and selection processes help businesses choose the most competent workers who will propel the organization to greater heights. However, it is difficult to retain employees with high financial expectations. Therefore, organizations must understand employee aspirations and needs which entails implementation of good reward management systems that meet their expectations.

4.6 Employee Disposition

Disposition is a behaviour shown by someone over time under varied conditions. A person with a positive disposition is more likely to record poor performance compared to someone who has a negative disposition reporting the same degree of work dissatisfaction. The research examined both Negative Affectivity (NA) and Positive Affectivity (PA).

4.6.1 Positive Affectivity

Positive Affectivity employees are individuals who tend to feel very energized, attentive, enthusiastic, and active. PA enhances the positive interpretation of the work environment leading to improved performance. Individuals with positive dispositions have higher turnover rates because according to them, changing jobs enable them experience different environments. Respondents were asked to rate statements of positive affectivity. Organizations apply human resource management methods to influence workers' attitudes thus affecting their disposition which improve performance. Performance management entails managing both human and non-human resources. People get motivated when they are rewarded for their labour which leads to improved employee performance. The study formulated statements on performance management. The findings are shown in Table 4.15. below:

Table 4.15: Positive Affectivity

Statements	Mean	Std. Dev	Coefficient of variation
I always feel strong and confident	3.68	1.56	42.36
I always feel proud of myself	3.56	1.26	35.51
I usually feel happy and joyful	3.50	3.16	90.31
I am daring and bold	3.45	2.52	73.07
I always feel calm and relaxed	3.42	1.57	45.99
I am capable of letting go of my emotions.	3.41	1.29	37.98
People usually cannot tell when I am upset	3.39	3.44	101.33
I am usually enthusiastic and lively	3.34	1.15	34.40
my emotions are well under control	3.28	1.38	42.04
I can easily fake emotions	2.80	2.06	73.71
Overall	3.38	1.94	57.67

Source: Field Data

The findings indicated that overall positive affectivity had a mean of 3.38, std dev of 1.94 and coefficient of variation of 57.67 percent. The respondents agreed that they always feel strong and confident (mean = 3.68, std dev = 1.56, coefficient of variation = 42.36), they always feel proud of themselves (mean = 3.56, std dev = 1.26, CV = 35.51) and they usually feel happy and joyful (mean = 3.50, std dev = 3.16, CV = 90.31). This demonstrates that there is good sense of belonging to the organization amongst the respondents.

Respondents neither agree nor disagree that they are daring and bold (mean = 3.45, std dev = 2.52, CV = 73.07), they always feel calm and relaxed (mean = 3.42, std dev = 1.57, CV = 45.99), they are able to let go of feelings (mean = 3.41, std dev = 1.29, CV = 37.98), people usually cannot tell when they are upset (mean = 3.39, std dev = 3.44, CV = 101.33), they are usually enthusiastic and lively (mean = 3.34, std dev 1.15, CV = 34.4), their emotions are well under control (mean = 3.28, std dev = 1.38, CV = 42.04) and they can easily fake emotions (mean = 2.80, std dev = 2.06 CV = 73.71). Research findings

demonstrate that respondents took a neutral stand in relation to personal risk taking. This implies that respondents would always seek a second thought before taking any action with direct consequences to their performance emotions.

4.6.2 Negative Affectivity

This is a mental condition in which a person has negative feelings that result in discontent. A high level of negative affectivity is related with feelings of stress and health issues. Low degrees of NA are related with a sense of well-being and tranquility. Persons with a negative temperament have lower turnover rates because they are generally unhappy with the environment around them and changing occupations may accomplish nothing to alter that mood. To assess negative affectivity, respondents rated responses. The results are shown in Table 4.16.

Table 4.16: Negative Affectivity

Statements	Mean	Std. Deviation	Coefficient of variation
I always experience fear of the unknown	2.91	1.19	40.99
I always feel frightened	2.6	2.00	77.08
I am always ashamed of myself	2.46	2.52	102.60
I always feel jittery and bitter	2.45	1.08	43.89
I always feel guilty	2.41	1.20	49.75
I am always hostile and irritable	2.4	1.64	68.25
I am always angry at self	2.4	1.13	47.08
I always feel frightened nervous and shaky	2.37	1.23	51.94
I always feel lonely and sad	2.33	1.17	50.13
I always feel dissatisfied at self	2.32	1.18	50.99
Overall	2.47	1.43	58.27

Source: Field Data

The findings indicated that negative affectivity had a mean of 2.47, std dev of 1.43 and coefficient of variation of 58.27%. The respondents neither agree nor disagree that they always experience fear of the unknown (mean = 2.91, std dev = 1.19, coefficient of

variation = 40.99) and they always feel frightened (mean = 2.60, std dev = 2.00, coefficient of variation = 77.08). This implies that the respondents were not sure of when they go through fear of the unknown which makes them frightened. This is a dangerous state of affair as it may lead to severe harm if not controlled.

The respondents further disagree that they are always ashamed of themselves (mean = 2.46, std dev = 2.52, coefficient of variation = 102.60), they always feel jittery and bitter (mean = 2.45, std dev = 1.08, coefficient of variation = 43.89), they always feel guilty of themselves (mean = 2.41, std dev = 1.20, coefficient of variation = 49.75), they are always hostile and irritable (mean = 2.40, std dev = 1.64, coefficient of variation = 68.25), they are always angry at self (mean = 2.40, std dev = 1.13, coefficient of variation = 47.08), they always feel frightened nervous and shaky (mean = 2.37, std dev = 1.23, coefficient of variation = 51.94) and they always feel lonely and sad (mean = 2.33, std dev = 1.17, coefficient of variation = 50.13). Research findings demonstrate that respondents are defensive of their personal feelings. It implies that they are confident and would be able to handle themselves responsibly in any situation.

4.6.3 Summary of Employee Disposition Constructs

Employee disposition help to explain how individuals behave in a span of time and in diverse situations. It aids in understanding personality traits and individual characteristics. The study made a summary of the constructs of employee disposition at NPS in relation to negative affectivity and positive affectivity. The findings are presented in Table 4.17.

Table 4.17: Overall Summary of Employee Disposition Constructs

Subscales	Mean	Std. Dev	Coefficient of variation
Positive Affectivity	3.38	1.94	57.67
Negative Affectivity	2.47	1.43	58.27
Overall	2.92	1.685	57.97

Source: Field Data

The findings revealed that positive affectivity had the highest overall mean value of 3.38, std dev of 1.94 and coefficient of variation of 57.67 percent. Negative affectivity had a mean of 2.47, std dev of 1.43 and coefficient of variation of 58.27%. The findings confirmed that positive affectivity was considered most important in influencing employee performance at NPS as compared to negative affectivity. Employees with positive affectivity PA tend to be extremely energized, attentive, enthusiastic, and active, which enables them to achieve the set targets and finally improved performance.

4.7 Employee Competence

Competence refers to the objectives, abilities, intents, personal characteristics, and knowledge and skills an individual possesses, which converts into excellent performance. At the organizational level, competencies are functions that an organization excels in. The success of any organization relies on the talents held by its personnel. In managing employee skills, a skills management project commences by evaluating the market trends and customer requirements, and finally identifying key competencies. Employee competence was measured in terms of knowledge/skills, technical/professional capabilities, and general abilities/attributes.

4.7.1 Knowledge/Skills

On a Likert scale of 1 – 5, respondents were asked to rate statements that measured this concept. The results are shown in Table 4.18.

Table 4.18: Knowledge/Skills

Variables	Mean	Std. Dev	Coefficient of variation
I possess knowledge and qualifications required for the job	3.54	1.53	43.19
I am highly qualified in detection and prevention of crime	3.48	1.44	41.26
I am quite knowledgeable in apprehension of offenders in their area of Jurisdiction	3.53	1.41	39.83
I possess knowledge and skills in efficient administration of NPS	3.76	3.42	90.85
I Possess qualifications and knowledge suitable to prepare the budgets, strategic and operational plans for their respective commands or areas	3.20	1.31	40.94
Overall	3.50	1.82	51.22

Source: Field Data

The results show that knowledge /skills had mean of 3.50, std dev of 1.82 and coefficient of variation of 51.22. Respondents agreed that they possess knowledge and skills in efficient administration of NPS” had the highest mean (mean = 3.76, std dev = 3.42, coefficient of variation = 90.85),they possess knowledge and qualifications required for the job (mean = 3.54, std dev = 1.53, coefficient of variation = 43.19), they are quite knowledgeable in apprehension of offenders in their area of Jurisdiction (mean = 3.53, std dev = 1.41, coefficient of variation = 39.83) and they are highly qualified in detection and prevention of crime (mean = 3.48, std dev = 1.44, coefficient of variation = 41.26). This implies that respondents had what it takes to perform their duties. It further demonstrates

that respondents' skills are well matched with the tasks assigned. There is need to enhance these knowledge and skill so as to achieve improved performance.

4.7.2 Technical/Professional Skills

Technical/professional skills are acquired through formal and informal learning, where an individual takes some time to acquire and are not easily transferable. Acquiring new technical/professional skills leads to increased employee productivity and performance which further aids a firm to remain competitive. High performance levels may be characterized by use of certain technical and professional skills, as well as the firm's capacity to pick technical/professional skills that finally maintain high performance levels. The results are shown in Table 4.19.

Table 4.19: Technical/Professional Skills

Statements	Mean	Std. Dev	CV
I possess basic fire arms handling skills	3.91	3.06	78.26
I possess Knowledge in gathering intelligence and crime prove	3.66	1.17	32.05
I am able to apply relevant laws in line of my duty	3.6	1.20	33.44
I possess technical knowledge in reporting crime	3.42	1.10	32.07
I possess technical knowledge in crime analysis	3.39	2.53	74.72
Overall	3.59	1.81	50.11

Source: Field Data

The analysis reveal that respondents agree that possession of basic fire arms handling skills was the highly rated statement (mean = 3.91, std dev = 3.06, coefficient of variation = 78.26). They possess Knowledge in gathering intelligence and crime prove (mean = 3.66, std dev = 1.17, coefficient of variation = 32.05) and they are able to apply relevant laws in line of their duties (mean = 3.60, std dev = 1.20, coefficient of variation = 34.44). This

implies that there were adequate skills in intelligence gathering which are reinforced by the knowledge in the relevant laws. It further demonstrates that national police service prioritise intelligence gathering. Respondents further neither agree nor disagree that they possess technical knowledge in reporting crime (mean = 3.42, std dev = 1.10, coefficient of variation = 32.07) and they possess technical knowledge in crime analysis (mean = 3.30, std dev = 2.53, CV = 74.72). This implies that crime analysis and reporting aspect is a challenge in the service. This further demonstrates a negative impact on the investigations done by the police service hence the need to address these two critical tasks.

4.7.3 General Skills/Attributes

General abilities are the psychological characteristics that motivate an individual to behave differently. Based on degree of general abilities, a competent person is more likely to succeed in attracting customers and offering quality services. Employees endeavour to acquire knowledge and skills which enable them gain skills for innovation thus leading to enhanced performance. Participants were requested to comment on the statements of general skills/attributes, as depicted in Table 4.20.

Table 4.20: General Skills/Attributes

Statements	Mean	Std. Dev	Coefficient of variation
I have self-control that help me relate well with colleagues	3.63	1.24	34.08
I can counsel my peers	3.56	1.19	33.32
Most police officers are compassionate and have a sense humour	3.27	1.23	37.74
Most police officers are ethical and responsible	3.24	1.32	40.83
Most police officers have good communication skills	3.23	1.23	37.99
There is high degree of discipline among all officers	3.08	1.26	40.97
Overall	3.34	1.24	37.49

Source: Field Data

The analysis shows that respondents agree that they have self-control that help them relate well with colleagues (mean = 3.63, std dev = 1.24, coefficient of variation = 34.08) and they can counsel their peers (mean = 3.56, std dev = 1.19, coefficient of variation = 33.32). This demonstrates that the service has in built skills to offer counselling services to their colleagues. On the other hand respondents neither agree nor disagree that most police officers are compassionate and have a sense of humour (mean = 3.27, std dev = 1.23, coefficient of variation = 37.74), Most police officers are ethical and responsible (mean = 3.24, std dev = 1.32, coefficient of variation = 40.83), most police officers have good communication skills (mean = 3.23, std dev = 1.23, coefficient of variation = 37.99) and there is high degree of discipline among all officers (mean = 3.08, std dev = 1.26, coefficient of variation = 40.97). Research findings reveal a neutral stand on personal character of the public security personnel. This reflects the society from which the police officers are drawn, because a society has both good and bad characters. There is need to strengthen police recruitment process and more emphasis be laid on personal character. This would further be enhanced through thorough training on character development at the training college.

4.7.4 Summary of Employee Competence Constructs

Employee competencies are qualities that an employee possesses which may indicate improved performance. Competence development is a critical driving force that enhance employee effectiveness thus leading to performance. Competence displays knowledge and skills that enhance employee performance. The study provided summary of employee

competence constructs. The summary is based on concepts of knowledge/skills, technical/professional skill and general skills. Findings are depicted in Table 4.21.

Table 4.21: Overall Summary of Employee Competence Constructs

Indicators	Mean	Std. Dev	Coefficient of variation
Knowledge/skills	3.5	1.82	51.22
Technical/professional skills	3.59	1.81	50.11
General skills/attributes	3.34	1.24	37.49
Overall	3.48	1.62	46.27

Source: Field Data

The analysis revealed that technical/professional skills had the highest rating (mean = 3.59, std dev = 1.81, coefficient of variation = 50.11) followed by knowledge/skills (mean = 3.50, std dev = 1.82, coefficient of variation = 51.22) and general skills/attributes (mean = 3.34, std dev = 1.24, coefficient of variation = 37.49). The results show that NPS has taken initiatives to manage employee competence.

4.8 Job Stress

Some of the causes of stress are organizational stressors such as: extra work stressors, work stressors and non-work stressors. The capacity to maintain and to manage stress is critical for optimal performance. Optimum level of stress changes depending on the circumstances but on a positive note, stress may enhance performance as it motivates people to act. This study adopted physiological, psychological and behavioural form of job stress. The findings of each construct are provided in the following sections.

4.8.1 Physiological Stress

When an individual develops immune system issues such as heart disease, or headaches, physiological stress occurs, which may lead to high blood pressure. The results are depicted in Table 4.22.

Table 4.22: Physiological Stress

Variables	Mean	Std. Dev	Coefficient of variation
I periodically get nausea	2.73	2.87	105.09
I suffer from stomach ulcers	2.57	1.25	48.72
I experience frequent heartburns	2.55	1.34	52.39
I get severe or chronic headaches	2.55	1.27	49.76
I frequently experience high blood pressure	2.51	1.25	49.80
Overall	2.58	1.59	61.15

Source: Field Data

Physiological stress had an overall mean of 2.58, std dev of 1.59 and coefficient of variation of 61.15 percent. The result indicates that respondents neither agree nor disagree that they periodically get nausea (mean of 2.73, std dev of 2.87 and coefficient of variation of 105.09), they suffer from stomach ulcers (mean = 2.57, std dev = 1.25, coefficient of variation = 48.72), they experience frequent heartburns (mean = 2.55, std dev = 1.34, coefficient of variation = 52.39), they get severe or chronic headaches (mean = 2.55, std dev = 1.27, coefficient of variation = 49.76) and they frequently experience high blood pressure (mean = 2.51, std dev = 1.25, coefficient of variation = 49.80). The research findings infer that respondents did not suffer from common diseases and therefore are not likely to absent themselves from work due to common illness. This also implies that respondents could be relied on in service delivery.

4.8.2 Psychological Stress

Psychological stress manifests itself in terms of depression, demotivation, lack of commitment and dissatisfaction with one's employment. Work overload and poor remuneration are the main causes of psychological stress amongst workers. The findings were analysed and shown in Table 4.23.

Table 4.23: Psychological Stress

Statements	Mean	Std. Deviation	Coefficient of variation
I have low motivation (demotivated)	2.99	3.44	114.95
I have low trust for everyone around me	2.96	3.83	129.39
I have low self esteem	2.65	3.15	119.02
I always feel extremely sensitive and irritable	2.6	1.29	49.62
I always feel sad and depressed	2.52	1.23	48.93
Overall	2.74	2.59	92.38

Source: Field Data

Findings indicated that to a moderate level, psychological stress influences employee performance (mean = 2.74, std dev = 2.59, coefficient of variation = 92.38). The respondents neither agree nor disagree that I have low motivation (mean = 2.99, std dev = 3.437 and coefficient of variation = 114.95), I have low trust for everyone around me (mean = 2.96, standard deviation = 3.83 and coefficient of variation = 129.39), I have low self-esteem (mean = 2.65, standard deviation = 3.15 and coefficient of variation = 119.02), I always feel extremely sensitive and irritable (mean = 2.6, standard deviation = 1.29 and coefficient of variation = 49.62) and I always feels sad and depressed (mean = 2.52, standard deviation = 1.23 and coefficient of variation = 48.93). The findings implied that respondents were not sure of the psychological stress levels. There is need to sensitize employees on how to identify psychological stress levels.

4.8.3 Behavioural Stress

Behavioral stress takes the form of poor productivity, intoxication oversleeping, chain smoking, alcoholism and sleeping at the wrong time. When one is exposed to a stressor for a long time, he becomes weary and sickly thus affecting performance. The findings are depicted in Table 4.24.

Table 4.24: Behavioral Stress

	Mean	Std. Deviation	Coefficient of variation
I experience poor sleeping patterns	2.81	1.38	49.18
I am usually unable to complete tasks	2.55	3.40	133.18
I don't like change (resistance to change) or avoid change	2.4	1.26	52.46
I always avoid responsibility	2.33	2.06	88.37
I always turn violent after substance abuse	2.33	1.26	53.95
Overall	2.48	1.87	75.43

Source: Field Data

Behavioral stress measures gave an overall mean of 2.48, std dev of 1.87 and coefficient of variation of 75.43 percent. The finding shows that respondents neither agree nor disagree that they experience poor sleeping patterns (mean = 2.81, standard deviation = 1.38 and coefficient of variation = 49.18) and they are usually unable to complete tasks (mean = 2.55, std dev = 3.40, coefficient of variation = 133.18). This demonstrate that the manifestation of poor sleeping pattern and being unable to finish tasks varied across the respondents and affects them differently.

Respondents disagree that they do not like change (mean = 2.4, standard deviation = 1.26 and coefficient of variation = 52.46), they always avoid responsibility (mean = 2.33, standard deviation = 2.06 and coefficient of variation = 88.37) and they always turn violent after substance abuse (mean = 2.33, standard deviation = 1.26 and coefficient of variation

= 53.95). This implies that respondents are supportive of change, takes responsibility and their behavior are controlled by substances. It further demonstrates that management needs to understand respondents rather than giving a blanket judgment on their behavior.

4.8.4 Summary of Job Stress Constructs

The study analyzed job stress in three constructs, that is, physiological stress, psychological stress and behavioral stress. The study provided summary of the respondents rating on the three constructs as depicted in Table 4.25.

Table 4.25: Overall Summary of Job Stress Constructs

Indicators	Mean	Std. Dev	Coefficient of variation
Physiological Stress	2.58	1.595	61.15
Psychological Stress	2.74	2.59	92.38
Behavioural Stress	2.48	1.87	75.43
Overall	2.6	2.02	76.32

Source: Field Data

The findings indicated that overall job stress had mean of 2.60, std dev of 2.02 and coefficient of variation of 76.32. This moderate value indicated that job stress moderately influences employee performance. Individually psychological stress had the highest impact on employee performance (mean = 2.74, std dev = 2.59, coefficient of variation = 92.38) followed by physiological stress (mean = 2.58, std dev = 1.59, coefficient of variation = 61.15) and behavioral stress (mean = 2.48, std dev = 1.87, coefficient of variation = 75.43) respectively.

4.9 Employee Performance

Achieving high performance is a major pre-occupation of managers in a competitive environment. Performance is the capacity of a firm or a person to fulfill its defined aims and objectives by employing resources in competent and effective way. The study used

team work, personal discipline and task performance as indicators of employee performance.

4.9.1 Team Work

Organizations embrace teamwork in order to remain relevant in today's changing market environment. Team work refers to devising new strategies in order to achieve desired goals such as employee performance in an organization. Complexity of tasks and role interdependence has prompted organizations to embrace team work. The participants were asked to rate statements on team work as shown in results in Table 4.26 below.

Table 4.26: Team Work

Statements	Mean	Std dev	CV
Working relationship with my colleagues is good	3.56	1.42	39.78
I always meet deadlines as set by my supervisor	3.53	1.38	39.07
I rate myself as a team player	3.66	1.34	36.53
I care about my colleague's welfare which makes me a team player	3.71	1.65	44.58
I go above and beyond the call of duty to complete my work.	3.48	1.34	38.56
Overall	3.59	1.43	39.70

Source: Field Data

Analysis shows that respondents agree that they care about their colleagues welfare which makes them a team player (mean = 3.71, standard deviation = 1.654 and coefficient of variation = 44.582), they rate themselves as a team player(mean = 3.66, standard deviation = 1.34 and coefficient of variation = 36.53), Working relationship with their colleagues is good(mean = 3.56, standard deviation = 1.42 and coefficient of variation = 39.78), they always meet deadlines as set by their supervisor (mean = 3.53, std dev = 1.38, coefficient of variation = 39.07) and they go above the call of duty to complete their work. (Mean = 3.48, Std dev = 1.34 and coefficient of variation = 38.56).This implies that respondents

embrace team spirit in whatever they do. It further demonstrates that the culture of team work is well entrenched in the national police service with regards to duty performance.

4.9.2 Personal Discipline

Individuals who possess necessary skills such as personal discipline may perform better thus achieving organizational goals and objectives. Disciplined individuals may be involved in organizational key roles such as decision making and resolving conflicts, which may enhance their performance in line of duty. The participants were asked to rate statements on personal discipline as a performance measure for employees. Table 4.27 shows the results.

Table 4. 27: Personal Discipline

Statements	Mean	Std dev	Coefficient of variation
I am punctual on activities that I am set to do	3.96	2.68	67.70
My perseverance and endurance are my strengths in the course of my duty	3.7	1.21	32.39
I am always ready to receive orders from my seniors	3.8	1.28	33.74
I meet all deadlines set by my supervisor	3.69	1.56	42.36
I am proficient in performing my duties	3.81	1.82	47.77
Overall	3.796	1.71	44.77

Source: Field Data

The result indicated that respondents agree that they are punctual on activities that they set to do (mean = 3.96, standard deviation = 2.68, coefficient of variation = 67.70), they are proficient in performing their duties (mean = 3.81, standard deviation = 1.82 and coefficient of variation = 47.77), they are always ready to receive orders from their seniors (mean = 3.8, standard deviation = 1.28 and coefficient of variation = 33.74), their perseverance and endurance are their strengths in the course of their duty (mean = 3.72, standard deviation = 1.21 and coefficient of variation = 32.39), and they meet all deadlines set by their

supervisor (mean = 3.69, standard deviation = 1.563 and coefficient of variation = 42.358) respectively. Research findings infer that there is personal discipline in the police service and that there is need to enhance this level of discipline in order to improve performance. With high level of personal discipline, the respondents are easier to manage and follow instructions.

4.9.3 Task Performance

Task performance is the effectiveness with which workers perform their duties that may lead to productivity and performance. The participants were asked to rate task performance statements. The findings are depicted in Table 4.28.

Table 4.28: Task Performance

Statements	Mean	Std dev	Coefficient of variation
I have the ability to perform my duties	3.88	1.96	51.16
I possess good communication skills	3.86	2.49	64.69
I possess good orals skills	3.75	1.171	31.23
I always maintain a high degree of accuracy in report writing	3.75	1.21	32.19
Overall	3.78	1.61	42.40

Source: Field Data

Table 4.28, depicts that the respondents agree that they have the ability to perform their duties(mean = 3.88, standard deviation = 1.96, coefficient of variation = 51.16), they possess good communication skills (mean = 3.86, standard deviation = 2.49, coefficient of variation = 64.69),they possess good oral skills (mean = 3.75, standard deviation = 1.17 and coefficient of variation =31.23), they always maintain a high degree of accuracy in report writing (mean = 3.75, standard deviation = 1.21, coefficient of variation = 32.19) and they are able to meet their targets (mean = 3.67, standard deviation = 1.20, coefficient of variation = 32.75) respectively. This implies that assigned tasks are completed on time,

efficiently and effectively. This also implies that respondents are well trained on handling of tasks assigned.

4.9.4 Summary of Employee Performance Constructs

The study measured employee performance on three aspects, that there is team work, personal discipline and task performance. The study provided summary of the respondents rating on the three constructs as depicted in Table 4.29.

Table 4.29: Overall Summary of Employee Performance Constructs

Statements	Mean	Std dev	Coefficient of variation
Team work	3.59	1.43	39.70
Personal discipline	3.79	1.71	44.77
Task performance	3.78	1.61	42.40
Overall	3.72	1.58	42.29

Source: Field Data

The findings indicated that overall employee performance had mean of 3.72, std dev of 1.58, coefficient of variation of 42.29. The findings further indicated that personal discipline was the most significant employee performance measure (mean = 3.79, std dev = 1.71, coefficient of variation = 44.77) followed by task performance (mean = 3.78, std dev = 1.61, coefficient of variation = 42.40) and team work (mean = 3.59, std dev = 1.43, coefficient of variation = 39.70) respectively. The three measures of employee performance were all rated above 3.5 implying that they are key indicators of employee performance.

4.10 Factor Analysis

The objective of factor analysis is to reduce the dimension of a variable(s), that is, to reduce extensive data (voluminous data) to a few significant components or a few meaningful factors. Thus, factor analysis was adopted to validate the structural relationships between the five research variables.

4.10.1 Factor Analysis on Human Resource Management Practices

The study used KMO and Bartlett's test (for sample adequacy), Principal component analysis (total variance explained and rotated component matrix - Varimax method) to reduce the statements under the variable human resource management practices. The findings are depicted in Tables 4.30, 4.31 and 4.32.

Table 4.30 : KMO and Bartlett's Test for Human Resource Management Practices

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.903
Bartlett's Test of Sphericity	Approx. Chi-Square	3956.183
	Df	561
	Sig.	.000

Source: Field Data

As shown in Table 4.30, Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.903 was greater than 0.7, implying that there were enough items for dimension reduction. $P_{\text{Value}} = 0.000 < 0.05$ confirmed that statements forming human resources management practices were homogenous and could be reduced into fewer and meaningful factors. The individual components to be derived were computed via principal component analysis (PCA) as depicted in Table 4.31 below.

Table 4.31: Components' determination for Human Resource Management Practices

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.063	29.596	29.596	10.063	29.596	29.596
2	2.404	7.071	36.667	2.404	7.071	36.667
3	1.572	4.623	41.290	1.572	4.623	41.290
4	1.432	4.212	45.502	1.432	4.212	45.502
5	1.320	3.881	49.383	1.320	3.881	49.383
6	1.133	3.333	52.716	1.133	3.333	52.716
7	1.049	3.085	55.802	1.049	3.085	55.802
8	1.018	2.995	58.797	1.018	2.995	58.797
9	1.003	2.950	61.747	1.003	2.950	61.747

Extraction Method: Principal Component Analysis.

Source: Field Data

Table 4.31 indicated that human resource practices were reduced from 34 factors to nine factors using Eigen value greater than 1 criterion, recommended by Wold, Esbensen and Geladi (1987) and Abdi and Williams (2010). The nine factors accounted for 61.75 percent total variance in human resource management practices. The nine factors moderately explain the variance in the 34 variables of HRM practices. Further the 9 specific items under sub-constructs that represent human resource management practices constructs were selected using rotated component matrix via Varimax method, as presented in Table 4.32.

Table 4.32: Rotated Component Matrix for Human Resource Management Practices

	Component								
	1	2	3	4	5	6	7	8	9
Recruitment and selection									
Recruitment and selection of new police officers is done through advertisements	.753	.115	-.198	-.255	-.093	.028	-.107	-.139	-.072
Serving officers promoted on merits	.718	.055	-.109	-.320	-.172	.022	-.003	-.222	.062
Deployment of police officers is fairly done	.733	.040	-.101	-.340	-.232	-.002	-.065	-.217	.033
Communication on offer of appointment is done promptly and in writing	.721	.134	-.173	-.263	-.111	.057	-.019	-.106	-.071
Training and Development									
Nomination for training is done according to training need	.692	-.313	.087	.039	-.041	-.278	.030	-.151	-.017
Human Resource Planning and Promotion									
There is a written scheme of service at NPS	.714	.059	-.070	.041	.159	-.176	-.181	.076	-.135
Job promotions are fair and equitable	.749	-.093	-.136	.114	-.134	-.205	.020	.209	.044
Performance Management									
After a performance appraisal I am motivated to work harder	.697	-.123	.084	.303	.005	-.033	-.046	-.178	.020
Our organization coach and guide us on performance issues	.754	-.102	-.064	.269	.051	.268	.060	-.030	-.086
Extraction Method: Principal Component Analysis.									
9 components extracted.									

Source: Field Data

Using Varimax method of rotation, the nine factors under each of the sub-constructs are summarized in Table 4.32 above. Under recruitment and selection sub-construct,

Recruitment and selection of new police officers is done through advertisements; Serving officers are promoted on merits; Deployment of police officers is fairly done and Communication on offer of appointment is done promptly and in writing were selected. In training and development sub-construct, nomination for training is done according to training need item was selected. Under succession planning and promotion sub-construct, there is a written scheme of service at NPS item was selected and under performance management sub-construct, ‘After a performance appraisal I am motivated to work harder’ and ‘our organization coach and guide us on performance issues’ items, were selected.

4.10.2 Factor Analysis on Employee Disposition

The study used KMO and Bartlett’s test (for sample adequacy), Principal component analysis (total variance explained and rotated component matrix - Varimax method) to reduce the statements under employee disposition. The results are presented in Tables 4.33, 4.34 and 4.35.

Table 4.33 : KMO and Bartlett's Test for Employee Disposition

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.8670
Bartlett's Test of Sphericity	Approx. Chi-Square	2955.0100
	Df	190
	Sig.	.0000

Source: Field Data

As illustrated in Table 4.33 above, Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.867 was greater than 0.7, implying that there were enough items for dimension reduction. $P_{\text{Value}} = 0.000 < 0.05$ confirmed that statements forming employee disposition were

homogenous and could be reduced into fewer and meaningful factors. Table 4.34 below depicts the total variance explained by the 4 components.

Table 4.34: Total Variance Explained for Employee Disposition

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.291	31.455	31.455	6.291	31.455	31.455
2	2.937	14.686	46.141	2.937	14.686	46.141
3	1.175	5.873	52.015	1.175	5.873	52.015
4	1.034	5.169	57.184	1.034	5.169	57.184
Extraction Method: Principal Component Analysis.						

Source: Field Data

Table 4.34 indicated that employee disposition was reduced to four factors using Eigen value greater than 1. The four factors accounted for 57.18 percent total variance in employee disposition. The four factors moderately explain the variance in the 20 items of employee disposition.

Table 4.35: Rotated Component Matrix for Employee Disposition

Component Matrix				
	Component			
	1	2	3	4
Negative Affectivity				
I am always angry at self	.841	.261	-.030	-.044
I am always hostile and irritable	.584	.206	.118	.183
I always feel dissatisfied at self	.844	.188	.027	.187
I always feel lonely and sad	.829	.189	.038	.240
I always feel frightened nervous and shaky	.782	.147	.096	.225
Extraction Method: Principal Component Analysis.				
4 components extracted.				

Source: Field Data

Component matrix in Table 4.35 above, identified the following items from negative affectivity sub-construct; I am always angry at self, I always feel dissatisfied at self, I always feel lonely and sad and I always feel frightened, nervous and shaky.

4.10.3 Factor Analysis on Employee Competence

The study used KMO and Bartlett's test (for sample adequacy), Principal component analysis (total variance explained and rotated component matrix - Varimax method) to reduce the statements under employee competence construct. The findings are depicted in Tables 4.36, 4.37 and 4.38.

Table 4.36: KMO and Bartlett's Test for Employee Competence

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.945
Bartlett's Test of Sphericity	Approx. Chi-Square	3978.006
	Df	105
	Sig.	.000

Source: Field Data

Table 4.36 above depicts that; Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.945 was greater than 0.7, implying that there were enough items for dimension reduction. $P_{\text{Value}} = 0.000 < 0.05$ confirmed that statements forming employee competence were highly correlated and could be reduced into fewer and meaningful factors.

Table 4.37: Total Variance Explained for Employee Competence

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.343	55.622	55.622	8.343	55.622	55.622	4.348	28.986	28.986
2	1.459	9.729	65.351	1.459	9.729	65.351	3.998	26.653	55.639
3	.874	5.830	71.181	.874	5.830	71.181	1.759	11.729	67.368
4	.865	5.766	76.947	.865	5.766	76.947	1.437	9.580	76.947

Extraction Method: Principal Component Analysis.

Source: Field Data

Table 4.37 indicated that employee competence was reduced to two factors. The two factors are taken into consideration for 65.35% of the total variance in employee competence. Two factors exhaustively explain the variance from the 15 items of employee competence.

Table 4.38: Rotated Component Matrix for Employee Competence

Component Matrix		
	Component	
	1	2
Knowledge/Skills		
I am highly qualified in detection and prevention of crime	.884	.288
I am quite knowledgeable in apprehension of offenders in their area of Jurisdiction	.890	.270
Extraction Method: Principal Component Analysis.		
2 components extracted.		

Source: Field Data

Using Varimax method of rotation, the two items under knowledge/skills, are; I am highly qualified in detection and prevention of crime and I am quite knowledgeable in apprehension of offenders in their area of jurisdiction.

4.10.4 Factor Analysis on Job Stress

The study used KMO and Bartlett's test (for sample adequacy), Principal component analysis (total variance explained and rotated component matrix - Varimax method) to reduce the items in job stress. Findings are presented in Tables 4.39, 4.40 and 4.41.

Table 4. 39: KMO and Bartlett's Test for Job Stress

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	3540.090
	Df	105
	Sig.	.000

Source: Field Data

As presented in Table 4.39 Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.859 was greater than 0.7, showing that there were enough items for dimension reduction. $P_{\text{Value}} = 0.000 < 0.05$ confirmed that statements forming job stress were homogenous and could be reduced into fewer and meaningful factors.

Table 4.40: Total Variance Explained in Job Stress

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.859	45.727	45.727	6.859	45.727	45.727	4.054	27.029	27.029
2	2.244	14.962	60.689	2.244	14.962	60.689	3.270	21.801	48.829
3	1.102	7.349	68.038	1.102	7.349	68.038	2.881	19.208	68.038

Extraction Method: Principal Component Analysis.

Source: Field Data

Table 4.40 indicated that job stress variables were reduced to three factors using Eigen value > 1. The three factors are taken into consideration for 68.04% of the total variance in job stress. Three factors moderately explained the variance in the 15 items under job stress.

Table 4.41: Rotated Component Matrix for Job Stress

Component Matrix			
	Component		
	1	2	3
Psychological Stress			
I always feel extremely sensitive and irritable	.828	-.224	-.061
I always feel sad and depressed	.844	-.136	.007
I have low self esteem	.453	-.147	.193
I have low motivation	.477	.590	.276
I have low trust for everyone around me	.526	.827	.029

Extraction Method: Principal Component Analysis.

Source: Field Data

Using Varimax method of rotation, the three factors were as follows. Factor one was made up of the items; I always feel extremely sensitive and irritable, factor two, I always feel sad and depressed. Factor three had the item; I have low trust for everyone around me.

4.10.5 Factor Analysis on Employee Performance at National Police Service of Kenya

The study used KMO and Bartlett's test (for sample adequacy), Principal component analysis (total variance explained and rotated component matrix - Varimax method)) to reduce the statements under the employee performance. The findings are presented in Tables 4.42, 4.43 and 4.44.

Table 4.42: KMO and Bartlett's Test for Employee Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	3236.313
	Df	55
	Sig.	.000

Source: Field Data

As indicated in Table 4.42, Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.904 which is greater than 0.7 imply that there were enough items for dimension reduction. $P_{\text{Value}} = 0.000 < 0.05$ confirmed that items forming employee performance were homogenous and could be reduced into fewer and meaningful factors.

Table 4.43 : Total Variance Explained on Employee Performance

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.946	63.145	63.145	6.946	63.145	63.145
2	1.132	10.289	73.434	1.132	10.289	73.434
Extraction Method: Principal Component Analysis.						

Source: Field Data

Table 4.43 indicated that employee performance variables were reduced to two factors using Eigen value > 1. The two factors accounted for 73.43 percent total variance in

employee performance. Two factors moderately explain the variance in the 15 items of employee performance.

Table 4.44: Rotated Component Matrix for Employee Performance

Component Matrix		
	Component	
	1	2
Contextual Performance -Personal Discipline		
My perseverance and endurance are my strengths in the course of my duty	.889	-.089
Task Performance – Job specific Task & Non-job specific task proficiency		
I have the ability to perform my duties	.888	-.018
Extraction Method: Principal Component Analysis.		
2 components extracted.		

Source: Field Data

Using Varimax method of rotation, the two factors were as follows. Factor one was the items; under contextual performance -personal discipline sub-construct is, my perseverance and endurance are my strengths in the course of my duty and Under task performance sub-construct is, I have the ability to perform my duties.

4.11 Statistical Assumptions/Diagnostic Tests

The study was established on the assumption of linear regression model that is, linearity, normality, non-multicollinearity and non-heteroscedasticity. Violation of these assumptions, according to Osborne and Waters (2002), may result in either type I or type II error. The results of the assumptions are presented below.

4.11.1 Test of Linearity

The study used a correlation matrix to test existence of a linear relationship between the predictor variables (Human Resource Practices, Employee Disposition, Competence and Job Stress) and the response variable (employee performance), and if the correlation was

significant. Computation for Pearson correlation was done to evaluate the bivariate relationship, as shown in Table 4. 45.

Table 4. 45 Correlation Matrix

Correlations		Human Resource Practices	Employee Disposition	Employee Competence	Job Stress	Employee Performance
Human Resource Practices	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	345				
Employee Disposition	Pearson Correlation	-.391**	1			
	Sig. (2-tailed)	.0000				
	N	338	339			
Employee Competence	Pearson Correlation	.564**	-.451**	1		
	Sig. (2-tailed)	.0000	.0000			
	N	339	338	340		
Job Stress	Pearson Correlation	-.434**	.459**	-.439**	1	
	Sig. (2-tailed)	.0000	.0000	.0000		
	N	339	337	339	340	
Employee Performance	Pearson Correlation	.418**	-.369**	.617**	-.343**	1
	Sig. (2-tailed)	.0000	.0000	.0000	.0000	
	N	339	337	338	339	340

** . Correlation is significant at the 0.05 level (2-tailed).

From Table 4. 45above, there exists a moderately yet significant positive correlation ($r = 0.418, p_{value} = .000$), between HRM practices and employee performance. In terms of employee disposition, a negative significant correlation was evident with respect to employee performance ($r = -0.369, p_{value} = .000$). Employee competence had also a moderate but positive correlation with employee performance and the moderate positive correlation was significant ($r = 0.617, p_{value} = .000$). Additionally, there existed a negative but significant correlation between job stress and employee performance ($r = -0.343, p_{value} = .000$). Overall, the independent variables (human resource practices and employee competence) were positively correlated to the response variable (employee performance) while the other predictor variables (employee disposition and job stress) were

negatively correlated to the dependent variable (employee performance). However, both positive and negative correlations were significant at 95% level of confidence. Thus, linearity assumption was upheld.

4.11.2 Test of Normality

The study used Q-Q plot for normality test. The residuals are normally distributed when they fall along a straight line at a 45-degree angle (Tabachnik & Fidell, 2007). As shown in Figure 4. 1, majority of the residuals fall along the straight line while some are perpendicular (at a 45-degree angle) to the diagonal line and thus the residuals are normally distributed. The normality assumption is satisfied.

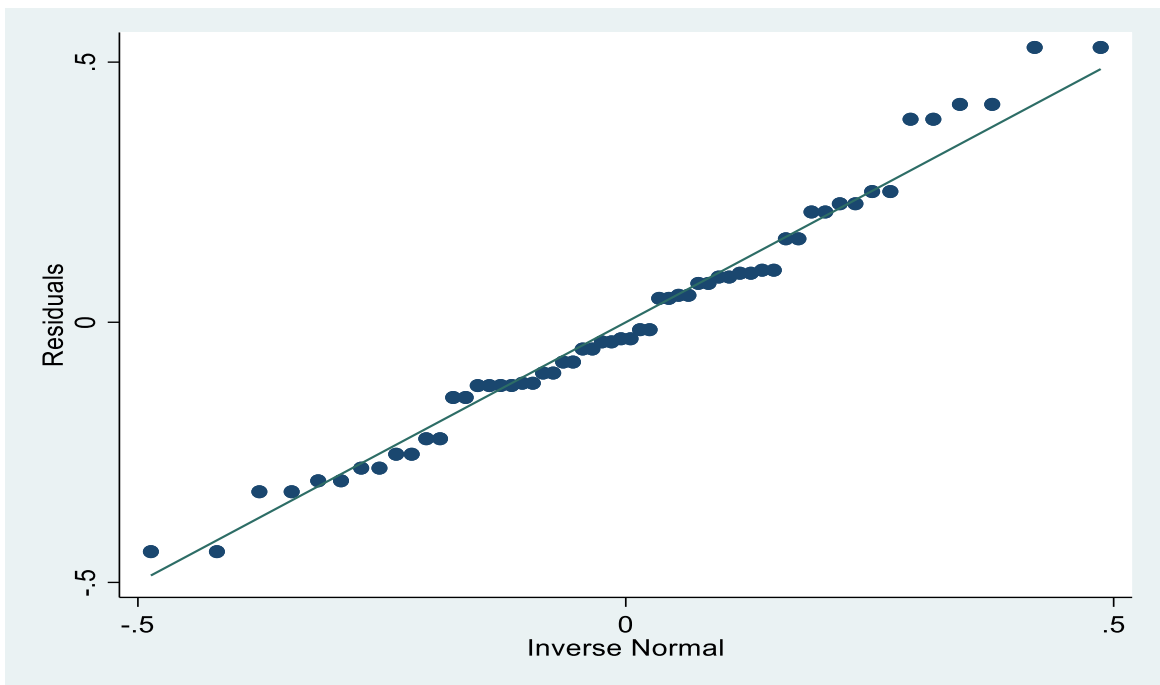


Figure 4. 1 Q-Q Plot for Residuals

4.11.3 Test of Multicollinearity

Multicollinearity is defined as a high correlation between independent variables. Presence of multicollinearity causes the regression model not to be BLUE. Presence of multicollinearity causes over or underestimation of the coefficients of the model. The

research used variance Inflation Factor (VIF) together with tolerance to test multicollinearity. The findings are as depicted in Table 4.46.

Table 4.46 Collinearity Diagnostics

Variables	Collinearity Statistics	
	VIF	Tolerance
Human resource practices	1.29	0.844
Employee disposition	1.03	0.975
Employee competence	1.29	0.778
Job stress	1.16	0.865
Mean VIF	1.16	

Source: Field Data

The finding shows that tolerance values are greater than 0.1 and VIF less than 10. This indicates that the predictor variables were not highly correlated with each other therefore, there was no multicollinearity problem. As a result, all of the variables could be included in the regression model.

4.11.4 Test of Heteroscedasticity

The study tested equality of variance (homoscedasticity). Breusch-Pagan / Cook-Weisberg test for homogeneity of variances was used. According to Gastwirth et al. (2009), there exist equality of variance if p_{value} is greater than 0.05, otherwise a non-constant variance (heteroscedasticity). As shown in Figure 4. 2, p-value of 0.8828 was greater than 0.05. It follows that the homoscedasticity assumption was actually met.

```

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of G_01

chi2(1)      =      0.02
Prob > chi2  =      0.8828

```

Figure 4. 2 Test for Heteroscedasticity

CHAPTER FIVE: TEST OF HYPOTHESIS, RESULTS AND DISCUSSION

5.1 Introduction

In this section, hypothesis was tested while the results and discussion were summarized. The study determined the linkage between HRMPs and employee performance, while examining whether employee disposition mediated the relationship between the two variables. It also determined whether employee competence and job stress moderated the relationship between HRM practices and employee performance. In addition, the study determined the joint effect of HRM practices, employee disposition, employee competence, and employee job stress on the relationship between HRM practices and employee performance at the National Police Service of Kenya.

Five hypotheses were tested using appropriate models. Hypothesis one which was direct relationship was evaluated via simple linear regression. Hypothesis two evaluated the intervening effect, and tested this using Baron and Kenny (1986) four steps using simple linear and multiple linear regression. Hypothesis three and four were the moderating variables: employee competence and job stress, and were examined using stepwise regression analysis. Hypothesis five, the joint effect was measured using multiple linear regression analysis. Tests were done at the confidence level of 95 percent. The study used coefficient of determination to test goodness of fit, F-statistic for overall significance and t-test for individual significance. Decision making was based on p-values at significance level 95 percent.

5.2 Hypothesis Testing

Simple, hierarchical, stepwise and multiple regressions were used to test hypotheses. Inferential statistics and parameters including R^2 , F-statistic, t-statistic and P values were

interpreted to confirm hypotheses. Based on the P values at 95 percent significance level, hypotheses were either rejected or not.

5.2.1 Relationship between Human Resource Management Practices and Employee Performance

HRM practices and Employee Performance Assessment was the 1st objective. The study hypothesis based on this objective was;

H₀₁: HRMPs do not significantly influence Employee Performance.

H₁ was examined via simple linear regression model and the results presented in Table 5.1 below.

Table 5.1 Influence of Human Resource Management Practices on Employee Performance

Source	SS	df	MS	Number of obs	=	339
Model	106.335118	1	106.335118	F(1, 337)	=	71.23
Residual	503.073437	337	1.49279952	Prob > F	=	0.0000
				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: Field Data

As represented in Table 5.1, there exist a moderate positive relationship (indicated by $\beta_1 = 0.6186$) between employee performance and HRMP. The positive correlation has a P_{value} of 0.000, indicating statistical significance. Using $R^2 = 0.1745$, human resource management practices account for variance of 17.45% of the national police service performance. There is a significant disparity in employee performance at the national police service depending on how human resources are managed at NPS. Statistical significance was found for the model as a whole ($F = 71.23$, $p_{value} = 0.000$).

Individual employee performance was significantly influenced by HRM practices ($\beta = 0.6186$, $t = 8.44$, $p_{\text{value}} = 0.000$). Employee performance at the national police service increases by 61.86% when human resource management practices are improved, assuming all other factors held constant. In light of the data, hypothesis H_{01} was ruled out as an explanation for employee performance. Gheitani and Safari (2013) found that HRM practices in the Iranian public sector are linked to employee performance. Molloli's (2015) study in Kosovo found a strong relationship between HRM practices and small and medium-sized enterprises (SMEs) successes.

5.2.2 Mediation Effect of Employee Disposition on the Relationship between Human Resource Management Practices and Employee Performance

The second objective assessed the influence of employee disposition on the relationship between human resource management practices and employee performance. The following hypothesis was formulated and examined. H_{02} : The relationship between HRM practices and employee performance is not mediated significantly by employee disposition.

The Baron and Kenny (1986) hierarchical four steps were administered in examining mediation effect as follows;

Table 5.2 Step 1 – Mediation

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

In step one, the linkage between the independent variable (HRM practices) and the dependent variable (Employee performance) was regressed. The regression equation, as depicted in Table 5.2, was significant ($p_{\text{value}}=0.000$) and the positive influence ($\beta_1 = .6186$) of relationship between HRM practices and employee performance was significant ($p_{\text{value}}=0.000 < 0.05$). Step one, which establishes the existence of a link between the independent and dependent variables (HRMPs and employee performance, is met; thus, proceed to step two. On the other hand, in case hypothesis one was rejected at step one the researcher would still proceed to measure each variable and finally give the findings, conclusions and recommendations of the study.

Step 2:

Table 5.3 Step 2 - Mediation

Source	SS	df	MS	Number of obs	=	338
Model	57.0252348	1	57.0252348	F(1, 336)	=	60.55
Residual	316.46441	336	.941858364	Prob > F	=	0.0000
Total	373.489645	337	1.10827788	R-squared	=	0.1527
				Adj R-squared	=	0.1502
				Root MSE	=	.97049

ED	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
HRMP	-.4534848	.0582803	-7.78	0.000	-.5681251	-.3388445
_cons	3.550302	.1613511	22.00	0.000	3.232916	3.867687

Source: Field Data

In step two, the relationship between the predictor variable (HRMP) and the mediating variable (employee disposition) was evaluated. The regression equation, as depicted in Table 5.3, was significant ($p_{\text{value}}=0.000$) and the negative influence ($\beta_1 = -.4535$) of relationship between HRM practices and employee disposition was significant

($p_{\text{value}}=0.000<0.05$). Step two confirms the existence of a strong link between the independent and mediator variables; hence, we proceed to step three.

Step 3:

Table 5.4 Step 3 - Mediation

Source	SS	df	MS	Number of obs	=	337
Model	82.9769676	1	82.9769676	F(1, 335)	=	52.82
Residual	526.301964	335	1.57105064	Prob > F	=	0.0000
				R-squared	=	0.1362
				Adj R-squared	=	0.1336
Total	609.278932	336	1.81333015	Root MSE	=	1.2534

EP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
ED	-.4729595	.0650789	-7.27	0.000	-.6009743 - .3449447
_cons	4.914657	.1681109	29.23	0.000	4.583971 5.245343

Source: Field Data

In step three, the relationship between the intervening variable (employee disposition) and the response variable (Employee performance) was examined. Regression equation, as depicted in Table 5.4, was significant ($p_{\text{value}}=0.000$) and the negative influence ($\beta_1 = -0.4729$) of relationship between employee disposition and employee performance was significant ($p_{\text{value}}=0.000<0.05$). Step three, which establishes the existence of a substantial link between the mediator and dependent variables, is met, and so we proceed to step four.

Step 4:

Table 5.5: Step 4 - Mediation

Source	SS	df	MS	Number of obs	=	336
Model	137.420059	2	68.7100294	F(2, 333)	=	48.64
Residual	470.410298	333	1.41264354	Prob > F	=	0.0000
				R-squared	=	0.2261
				Adj R-squared	=	0.2214
Total	607.830357	335	1.81441898	Root MSE	=	1.1885

EP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
HRMP	.486435	.0776541	6.26	0.000	.3336805 .6391894
ED	-.3088971	.0670074	-4.61	0.000	-.4407083 -.177086
_cons	3.251246	.3090167	10.52	0.000	2.643375 3.859117

Source: Field Data

The relationship between the predictor variable (Human resource management practices) and the intervening variable (employee disposition) and the response variable (Employee performance) was analysed in step four. As illustrated in Table 5.5, the regression equation was significant ($p_{\text{value}} = 0.000$), and the positive effect of Human resource management practices ($\beta = .4864$) and negative influence ($\beta = -.4729$) of employee disposition on employee performance were significant ($p_{\text{value}} = 0.000$). In the presence of the mediator, step four demonstrates the significance of the relationship between the predictor and response variables, thus shows mediation. Therefore, from the 4-step hierarchical regression, there was strong linkage between HRM practices and employee performance (Step 1), the direct relationship between human resource management practices and the intervening variable (employee disposition) was also significant (Step 2), the direct relationship between the mediating variable (employee disposition) and response variable (employee performance) was significant (Step 3).

In addition, the cumulative influence of the independent variable (HRM practices) and intervening variable (employee disposition) on the dependent variable (Employee performance) was also significant (Step 4). The statistical significance of the regression equations' respective variables' coefficient implies that there was a partial mediating influence of employee disposition on the link between HRM practices and performance (Baron & Kenny, 1986). It therefore means that there is enough evidence of rejecting H_2 , and as a result, employee disposition has a significant impact on the linkage between HRMP and Employee Performance.

5.2.3 Moderating Effect of Employee Competence on Relationship between Human Resource Management Practices and Employee Performance

The third objective was to determine the influence of employee competence on the link between HRMP and performance. To determine the moderating effect, the following hypothesis was tested.

H₀₃: The Relationship between Human Resource Management Practices and Employee Performance is not moderated by Employee Competence.

Stepwise regression analysis was used to determine the moderating effect. The first step was to establish how HRMP affects employee performance. The second phase was to determine the impact of HRM practices and employee competence on employee performance. The next step was to determine the impact of the interaction term. If the interaction term is significant, moderation takes effect ($p_{\text{value}} < 0.05$).

Step 1:

Table 5.6: Step 1 - Moderation

Source	SS	df	MS	Number of obs	=	339
Model	106.335118	1	106.335118	F(1, 337)	=	71.23
Residual	503.073437	337	1.49279952	Prob > F	=	0.0000
				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: Field Data

In step 1, HRMP account for 17.45% of the variance in employee performance ($R^2 = 0.1745$). ($F = 71.23$, $P_{\text{value}} = 0.000$) The model was significant. Individually, the β coefficient of HRMP was similarly significant ($= 0.6182$, $t = 8.44$, $p_{\text{value}} = 0.000$). Step 1, which demonstrates that the relationship between the predictor and response variables is significant, has been confirmed; thus, proceed to step 2 of the moderating effect analyses.

Step 2:

Table 5.7: Step 2 - Moderation

Source	SS	df	MS	Number of obs	=	337
Model	237.015218	2	118.507609	F(2, 334)	=	106.33
Residual	372.263714	334	1.11456202	Prob > F	=	0.0000
Total	609.278932	336	1.81333015	R-squared	=	0.3890
				Adj R-squared	=	0.3854
				Root MSE	=	1.0557

EP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
HRMP	.1608969	.0767419	2.10	0.037	.0099385 .3118553
EC	.5404958	.050117	10.78	0.000	.4419112 .6390805
_cons	1.482723	.1871544	7.92	0.000	1.114573 1.850873

Source: Field Data

If the change was not significant the researcher would still proceed and finally report the findings as they are. Step 2 included the addition of the moderator variable. As independent

variables, both moderator and independent variables were modelled against the response variable. R^2 rose from 0.1745 to 0.399, which resulted in a 0.2145% change in R^2 . When the intervening variable (employee competence) was included in the model, changes in HRM practices and employee competence explain 38.9% of the variance in employee performance. ($F= 106.33$, $P_{\text{value}} = 0.000$) The model was significant. Both the HRM practices ($\beta=0.1609$, $t = 2.10$, $P_{\text{value}} = 0.037$) and employee competence ($\beta=0.5405$, $t = 10.78$, $p_{\text{value}} = 0.000$) beta coefficients were individually significant. Step 2 states that when an intervening variable is included in the model, there is a link between the predictor variable, the moderator variable, and the response variable; thus, we continue to step 3. If the change was not significant the researcher would still proceed and finally report the findings and they are.

Step 3:

Table 5.8: Step 3 - Moderation

Source	SS	df	MS	Number of obs	=	56
Model	.475849019	3	.15861634	F(3, 52)	=	2.92
Residual	2.82129384	52	.054255651	Prob > F	=	0.0424
Total	3.29714286	55	.059948052	R-squared	=	0.1443
				Adj R-squared	=	0.0950
				Root MSE	=	.23293

EPP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
HRRMP	.0272701	.0868576	0.31	0.755	-.1470224	.2015627
EC	-.1130559	.0399658	-2.83	0.007	-.1932531	-.0328587
HRMPEC	.0225058	.0094915	2.37	0.021	.0034598	.0415518
_cons	2.746214	.298908	9.19	0.000	2.146411	3.346016

Source: Field Data

In step 3, the interaction term was introduced into the model. If the interaction term is significant, there is moderation. From 0.389 to 0.1443 the explanatory power (R^2) decreased significantly. Variations in Human resource management practices, employee competence, and interaction term represented 14.43 percent variance in employee performance, as determined by the coefficient of determination. Overall, the regression was significant ($F= 2.92$, $P\text{-Value} = 0.04240.05$). The beta coefficient for the interaction term was significant ($\beta=.0225$, $t = 2.37$, $p\text{-value} = 0.0210.05$), hence the findings of step 3 were significant. As a result, the hypothesis that employee competence has no influence on the relationship between human resource management practices and employee performance is rejected.

5.2.4 Moderating Effect of Work Stress on the Relationship between HRM Practices and Employee Performance

The fourth objective was to determine the influence of job stress on the relationship between HRM practices and employee performance. The following hypothesis was tested to determine that moderating effect.

H₀₄: Job Stress has no significant influence on the relationship between HRMP and employee performance.

Step 1:

Table 5.9: Step 1 - Moderation

Source	SS	df	MS	Number of obs	=	339
Model	106.335118	1	106.335118	F(1, 337)	=	71.23
Residual	503.073437	337	1.49279952	Prob > F	=	0.0000
				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: Field Data

In step 1, HRM practices represents 17.45% of the changes in employee performance ($R^2 = 0.1745$). The regression was overall significant ($F = 71.23$, $P_{\text{value}} = 0.000 < 0.05$). β coefficient of HRMP was individually significant ($\beta = 0.6186$, $t = 8.44$, $p_{\text{value}} = 0.00 < 0.05$). Step 1 which indicates that the relationship between the predictor and response variable is substantial was confirmed, hence go to step 2 of moderating effect.

Step 2:

Table 5.10: Step 2 - Moderation

Source	SS	df	MS	Number of obs	=	338
Model	126.361509	2	63.1807544	F(2, 335)	=	43.82
Residual	483.006095	335	1.44180924	Prob > F	=	0.0000
				R-squared	=	0.2074
				Adj R-squared	=	0.2026
Total	609.367604	337	1.80821247	Root MSE	=	1.2008

EP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
HRMP	.4910391	.0800895	6.13	0.000	.3334975	.6485808
JS	-.1589567	.0427942	-3.71	0.000	-.243136	-.0747774
_cons	2.937413	.2874037	10.22	0.000	2.37207	3.502756

Source: Field Data

The moderator variable in step two was added, where both the moderator and predictor variables were modelled against the response variable as predictor variables. The explanatory power (R^2) increased from 0.1745 to 0.2074, thus leading to a significant R^2 change of 0.0329. The model shows that 20.74% of the changes in employee performance was explained by the variation in HRMP and job stress.

The model was overall significant ($F= 43.82$, $P_{\text{value}} = 0.000 < 0.05$). Beta coefficient for HRMP ($\beta = 0.491$, $t = 6.13$, $p_{\text{value}} = 0.000 < 0.05$) was significant and beta coefficient for job stress ($\beta = -.159$, $t = -3.71$, $p_{\text{value}} = 0.000 < 0.05$) was individually significant. Step 2 established that when an intervening variable is included in the model, the link among the predictor variable, intervening variable, and the response variable is significant. Hence, proceed to step 3.

Step 3:

Table 5.11: Step 3 - Moderation

Source	SS	df	MS	Number of obs	=	338
Model	96.6427536	3	32.2142512	F(3, 334)	=	20.99
Residual	512.72485	334	1.53510434	Prob > F	=	0.0000
				R-squared	=	0.1586
				Adj R-squared	=	0.1510
Total	609.367604	337	1.80821247	Root MSE	=	1.239

EP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
HRRMP	.0919856	.185716	0.50	0.621	-.2733349 .4573062
JS	-.3996926	.0511699	-7.81	0.000	-.5003485 -.2990368
HRMPJS	.1188169	.0298744	3.98	0.000	.0600513 .1775825
_cons	3.811168	.6411095	5.94	0.000	2.550047 5.07229

Source: Field Data

The interaction term was introduced into the model in step three. If the interaction term is significant, moderation occurs. The explanatory power reduced substantially from 0.2074 to 0.1586. The model revealed that 15.86% of the changes in employee performance was taken into consideration by the variation in HRMP, Job stress and the moderation between HRM and Job Stress. The model was therefore significant ($F= 20.99$, $P_{\text{Value}} = 0.000 < 0.05$). β coefficient for interaction term ($\beta = .1188$, $t = 3.98$, $p_{\text{Value}} = 0.000 < 0.05$) was significant. In addition, the negative beta coefficient for Job stress ($\beta = -.3997$, $t = -7.81$, $p_{\text{Value}} = 0.000 < 0.05$) was significant. Holding other factors constant, the negative coefficient for job stress show that a rise in job stress results to a decreasing linkage between HRM practices and employee performance. The result in step 3 was significant. thus, the study rejected the hypothesis that the link between HRMPs and Employee Performance was not significantly intervened by job stress.

5.2.5 The Joint Effect of Human Resource Management Practices, Employee Disposition, Employee Competence and Job Stress on Employee Performance

The fifth objective examined the joint effect of HRM Practices, employee disposition and employee competence and job stress on employee performance. The following hypothesis was formulated and tested. H₀₅: Human Resource Management Practices, Employee Disposition, Employee Competence and job stress do not jointly significantly influence employee performance

The joint effect was tested by multiple linear regression analysis. The findings are as shown in Table 5.12.

Table 5.12: Multiple Linear Regression Analysis

Source	SS	df	MS	Number of obs	=	335
Model	241.994279	4	60.4985697	F(4, 330)	=	54.58
Residual	365.793781	330	1.108466	Prob > F	=	0.0000
Total	607.78806	334	1.81972473	R-squared	=	0.3982
				Adj R-squared	=	0.3909
				Root MSE	=	1.0528

EP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
HRMP	.1196263	.0797163	1.50	0.134	-.0371899	.2764425
ED	-.1127966	.0651997	-1.73	0.085	-.2410562	.0154629
EC	.4988175	.0532533	9.37	0.000	.3940586	.6035763
JS	-.034077	.0408031	-0.84	0.404	-.1143441	.04619
_cons	2.09341	.3342213	6.26	0.000	1.435937	2.750883

Source: Field Data

Changes in HRMPs, employee disposition, job stress, and employee competence accounted for 39.82% of the variation in performance, as determined by the combined impact. The regression was significant overall (F = 54.58, P-Value = 0.0000). HRM practices and employee competence had a positive impact on employee performance, as evidenced by their respective beta coefficients and p-values (Beta coefficients =.1196 and .4988, p-values =.134 and 0.000). The favorable effect of HRM practices was not

significant, but the positive effect of employee competence was significant. Employee disposition and job stress had a negative impact on employee performance (Beta coefficients = -.1128 and -.0341, $p_{\text{values}} = .085$ and $.404$), although this effect was not statistically significant. Nonetheless, the joint effect of HRM Practices, employee disposition, Employee Competence, and job stress on employee performance was statistically significant ($F = 54.58$, $P\text{-Value} = 0.0000.05$). Thus, there was sufficient evidence to reject Hypothesis 5, which states that HRMPs, Employee disposition, Employee Competence, and job stress do not significantly influence Employee performance, collectively.

Below is the regression equation;

$$Y = 2.0934 + 0.1196HRMP - 0.1129ED + 0.4988EC - 0.0341JS$$

Where: Y = Employee Performance, HRMP = Human Resource Management Practices, ED = Employee Disposition, EC = Employee Competence, JS = Job Stress

The model coefficients indicated that holding all variables constant, employee performance will be at a level of 1.372. In terms of the model coefficients; for every one unit increase in HRMP, employee performance increases by 0.1196 units. For every one unit increase in employee competence, employee performance increases by 0.4988 units. For every one unit increase in employee disposition, employee performance reduces by 0.1128 units, and for a unit increase in job stress, employee performance decreases by 0.0341 units. The negative effects of employee disposition and job stress are not statistically significant.

A brief overview of the findings from hypothesis testing are depicted in Table 5..

Table 5.13: Summary of Hypothesis Results

Objective	Null Hypothesis	Statistics (Findings)	Decision (Remarks on hypothesis)
To assess the relationship between human resource management practices and the employee performance at the National police service	H ₀₁ : Human Resource Management Practices do not influence Employee Performance	r ² =0.1745, F= 71.23, P-Value 0.000<0.05. β=0.6186, t = 8.44, p-value = 0.000<0.05	H ₁ reject.
To establish effect of employee disposition on the relationship between HRM practices and employee performance at the national police service of Kenya	H ₀₂ : The Relationship between Human Resource Management Practices and Employee Performance is not mediated by employee disposition.	<u>Step 1</u> r ² =0.1745, F= 71.23, P-Value 0.000<0.05. β=0.6186, t = 8.44, p-value = 0.000<0.05	H ₂ reject.
		<u>Step 2</u> r ² =0.1527, F = 60.55, P-Value= 0.000<0.05, β = -.4535, t = -7.78, P-Value = 0.000<0.05	
		<u>Step 3</u> r ² =0.1362, F = 52.82, P-Value = 0.000<0.05, β = -0.473, t = -7.27, P-Value = 0.000<0.05	
		<u>Step 4</u> r ² =0.2261, F = 48.64, P-Value = 0.000<0.05, B _{HRMP} = 0.4864, B _{ED} = -0.3089, t _{HRMP} = 6.26, t _{ED} = -4.61 P-Value = 0.000<0.05	
To determine moderating effect of employee competence on the relationship between HRM Practices and employee	H ₀₃ : The Relationship between Human Resource Management Practices and Employee Performance is	<u>Step 1</u> r ² =0.1745, F= 71.23, P-Value 0.000<0.05, β=0.6186, t = 8.44, p-value = 0.000<0.05	H ₃ reject.

performance at the national police service	not moderated by Employee Competence.	<p>Step 2 $r^2 = 0.389$, $F = 106.33$, P-Value = 0.000 < 0.05, $B_{HRMP} = 0.1609$, $B_{EC} = 0.5405$, $t_{HRMP} = 2.10$, $t_{EC} = 10.78$, $P_{value_{HRMP}} = 0.037 < 0.05$, $P_{value_{EC}} = 0.000 < 0.05$</p>	
		<p>Step 3 $r^2 = 0.1443$, $F = 2.92$, P-Value = 0.042 < 0.05, $B_{HRMPEC} = .0225$, $t_{HRMPEC} = 2.37$, $P_{value_{HRMPEC}} = .021 < 0.05$</p>	
To determine the moderating effect of job stress on the relationship between HRM practices and employee performance at the National Police Service of Kenya	H ₀₄ : The Relationship between HRM Practices and Employee Performance is not moderated by job Stress.	<p>Step 1 $r^2 = 0.1745$, $F = 71.23$, P-Value 0.000 < 0.05. $\beta = 0.6186$, $t = 8.44$, $p\text{-value} = .000 < 0.05$</p>	H ₄ reject.
		<p>Step 2 $r^2 = 0.389$, $F = 43.82$, P-Value = 0.000 < 0.05, $B_{HRMP} = 0.4910$, $B_{JS} = -0.1590$, $t_{HRMP} = 6.13$, $t_{JS} = -3.71$, $P_{value_{HRMP}} = 0.000 < 0.05$, $P_{value_{JS}} = 0.000 < 0.05$</p>	
		<p>Step 3 $r^2 = 0.1586$, $F = 20.99$, P-Value = 0.000 < 0.05, $B_{HRMPJS} = 0.1188$, $t_{HRMPJS} = 3.98$, $P_{value_{HRMPJS}} = .000 < 0.05$,</p>	

To evaluate the joint effect of HRM practices and employee dispositions and employee competence and job stress on employee performance at the National police service of Kenya	H ₀₅ : Human Resource Management Practices, Employee Disposition, Employee Competence, and job stress do not jointly significantly influence Employee Performance.	$r^2 = 0.3982$, $F = 54.58$, P-Value = 0.000 < 0.05 , $B_{HRMP} = 0.1196$, $B_{ED} = -0.1137$, $B_{EC} = 0.4988$, $B_{JS} = -0.0341$, $t_{HRMP} = 1.5$, $t_{ED} = -1.73$, $t_{EC} = 9.37$, $t_{JS} = -0.84$, $P_{value_{HRMP}} = 0.143 < 0.05$, $P_{value_{ED}} = 0.085 < 0.05$, $P_{value_{EC}} = 0.000 < 0.05$, $P_{value_{JS}} = 0.404 < 0.05$	H ₅ reject.
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Source: Field Data

5.3 Discussion of the Findings

The research had five objectives corresponding to five hypotheses. The results from hypotheses test are compared with the results of the previous researches. The results are also linked to the theories upon which the study was anchored.

5.3.1 HRM Practices and Employee Performance

The first objective was to determine the relationship between HRM practices and employee performance. Literature demonstrates a linkage between HRMPs and performance. Recruitment and selection, reward management, training and development, employee relations, performance management and human resource planning, were all constructs of human resource management practices. The hypothesis that HRM practices do not have a significant relationship on employee performance was tested, and the findings were reviewed. As indicated by the correlation coefficient (Beta = .6186) and the coefficient of determination ($R^2 = .1745$), HRMPs revealed a favourably significant influence. High F value and P_{value} less than 0.05 indicated overall model fit.

The findings corroborate with Kehoe and Wright's (2013) observation that firms which apply advanced HRMPs may lead to improved employee performance. Pasha (2014) argues that HRMPs may enhance employee performance. Performance management is based on developing new strategies and implementing performance management policies. Wangithi and Muceke (2012) asserts that firms may improve their efficiency and effectiveness by using excellent HRMPs. Bowra et al. (2012) demonstrated that employee training had an effect on performance since it enhances job-related skills and capacities. Güngör (2011) discovered that financial incentives had an impact on employee performance in Turkey. The current study findings indicate that HRM practices significantly influence employee performance in a firm.

5.3.2 Mediating effect of Employee Disposition on the relationship between HRM Practices and Employee Performance

The second objective was to find out how employee disposition affects the linkage between HRMPs and employee performance. Employee disposition constructs included negative affectivity and positive affectivity. According to the study findings, employee disposition acts as a mediator between HRMPs and employee performance ($R^2 = 0.2261$, R^2 change = 0.0516, $F = 48.64$, $P_{\text{value}} = 0.000 < 0.05$). The findings concur with Connolly and Viswesvaran's (2000) assertion that both positive and negative affectivity reflect specific dispositions and explain the reason behind people's behaviours. The results support those of Steger et al. (2013), who discovered a significant relationship between emotional disposition and meaningful work. According to Judge et al. (2002), categorizing personality characteristics according to the five-factor model provides strong evidence for the dispositional effect on work satisfaction leading to employee performance. Erez (1994)

stated that use of best recruitment and selection procedures and matching personnel to positions would guarantee that individuals are rightfully placed in their job thus enhancing their performance.

The results corroborate Watson et al. (1988) assertion that persons with a high level of positive affectivity are energetic, alert, enthusiastic, and active, while those with a low level of positive affectivity are careless, casual, and inactive. On the contrary people with high negative affectivity tend to have distress, stress and health problems while those with low negative affectivity develop feelings like serenity and calmness. Negative affectivity involves fear of the unknown, feeling frightened, being ashamed of oneself, feeling guilty of one self. Dispositions lead to certain positive emotions that finally influences employee performance (Weiss & Cropanzano, 1996). There exists a correlation among the personality trait “core self-evaluation” disposition and job satisfaction according to Judge and Bono (2001).

People who experience a higher self-esteem tend to work hard since they possess particular dispositions that motivate them. According to Cohrs et al. (2006), job satisfaction is explained by the relationship between individual dispositions and situational factors. According to Fisher and Locke (1992), individuals with a negative affective disposition are not likely to perform well as compared to those with a positive affective disposition. People with a negative affective disposition are not likely to perform well due to the nature of their type of disposition.

5.3.3 Moderating Effect of Employee Competence on the relationship between HRM Practices and Employee Performance

The third objective was to investigate the moderating effect of employee competence on the relationship between HRMPs and employee performance, with the hypothesis that a significant amount of employee competence moderated the linkage between HRMPs and employee performance. The following dimensions of employee competence were considered: knowledge/qualifications, technical skills, general skills/attributes experience. The results indicate that employee competence moderates the link between HRMPs and employee performance. This was given by the explanatory power (R^2) of 0.1443. The coefficient of determination indicated that variation in HRMPs, employee competence, and the interaction term explained 14.43% of the variance in employee performance. The interaction term ($\beta = 0.0225$, $t = 2.37$, $p_{\text{value}} = 0.021 < 0.05$) was significant.

The positive coefficient indicated that employee competence positively influences the relationship. The study revealed that employee Competence moderated the relationship between HRMPs and employee performance. These findings support Spencer and Spencer (1993), who suggested that competences are the capabilities inherent in a person that led to improved performance in order to remain competitive. The results further corroborate with Harter et al. (2002), who states that employee commitment to their occupations increases when employees understand their job descriptions and the organizational strategic goals and objectives. Macey (2006) contend that competent loyal employees increase a firm's potential by increasing job efficiency while decreasing waste. An enabling atmosphere that allows people to apply their skills and abilities is an important feature in an organization (Markos & Sridevi, 2010). The findings concur with Aktas et al. (2001)

who states that firms need to create an enabling environment so as to overcome volatile work environment.

5.3.4 Moderating Effect of Job Stress on the relationship between HRM Practices and Employee Performance

The fourth objective was to evaluate the impact of job stress on the relationship between HRMPs and employee performance. Job stress was hypothesized to significantly not moderating the relationship between HRMPs and employee performance. Findings demonstrated that job stress moderates the relationship between HRMPs and employee performance. The coefficient of determination indicated that changes in human resource management practices, job stress, and the interaction term accounted for 15.86 % in employee performance. The interaction term ($\beta = .1188$, $t = 3.98$, $p_{\text{value}} = 0.00 < 0.05$) was significant. The research revealed that job stress has a direct impact on the linkage between HRMPs and employee performance.

The findings conformed to Adawiyah (2015) who found a positive significant relationship of job satisfaction on employee performance. For an organization to achieve its objectives, psychological stress and physiological stress must be minimized. The findings are in tandem with Park (2017) who explains that job stress is the result of emotional stress. Fournier et al. (2011) found out that workers in the public sector are motivated by the need for additional perks while they do very little in terms of performance. Rana and Munir (2011) discovered that role ambiguity and role conflict had a positive link with work stressors (workload, home-work interface, performance pressure, interaction with others, and role conflict) and job performance mediated by motivation. It is therefore important for management to have clearly defined roles in order to improve employee performance

while managing stress to a minimum. The finding contradicts Adawiyah (2015) who found negative and non-significant linkage between job stresses on employee performance at Bank Tabungan Negara Syariah.

5.3.5 The Joint Effect of HRM Practices, Employee Disposition, Employee Competence and Job Stress on Employee Performance

The fifth objective was to analyse the combined joint effect of HRM Practices, employee disposition, employee competence and job stress on employee performance. The hypothesis was that HRM practices, employee disposition, employee competence and job stress jointly do not significantly influence employee performance. Research findings showed that joint effect of HRM Practices, employee disposition, employee competence and job stress on employee performance was significant ($R^2 = 0.3982$, $F = 54.58$, $P\text{-Value} = 0.00 < 0.05$).

Findings revealed that; jointly HRM practices, employee disposition, employee competence and job stress accounted for 39.8% of the variation in employee performance. Regression was significant. Every independent variable individually significantly influenced the dependent variable. The findings concur with Ahmad and Schroeder (2003) who carried out a study to evaluate the effect of HRMPs on performance. The study showed that HRMPs improve performance through application of strategic HRM practices including employee stress management and capacity building so as to improve performance.

CHAPTER SIX: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This Chapter summarizes study conclusions, and recommendations of the research findings.

6.2 Summary of Findings

The main objective of this study was to evaluate how HRM practices, employee disposition, and competence affect employee performance at the NPS. A Likert type scale questionnaire was used to gather data across 47 counties of Kenya. Out of 385 questionnaires, 346 were returned representing 89.87% respondents. The majority of participants were male police officers. This shows gender disparity at the National Police Service. Additionally, 26.6% of the respondents were between the ages of 22 and 44, while 21.3% were between the ages; 45 and 55, and 15.6 percent were aged below 21 and 9.9% were aged 55 years. Most of the participants were secondary school graduates, college graduates, university graduates and primary school graduates respectively. Majority of participants had served in the NPS for over 30 years, followed by 22.8% who had served for between 20 and 30 years, 22.5 percent with 5 to 10 years of service, 19.9% with 10 to 20 years of service and only 11.6% who had served for a period below five years. The results confirmed that a number of respondents had served in the National Police for over 5 years thus had good understanding of the service.

6.2.1 Human Resource Management Practices and Employee Performance

The study determined the relationship between HRMPs and employee performance. These included: Recruitment and Selection, Reward Management, Training and Development, Human Resource Planning, Employee Relations, Performance Management. A grade was assigned to each of the HRM practices that were included in the analysis. The results revealed that recruitment and selection, training and development, Succession Planning, Promotion, and performance management are the most important aspects of human resource practices at NPS, as revealed by factor analysis via principal component analysis. Training and development was also a significant aspect of HRMP at NPS. Acquiring knowledge resources and capacities through training and development translates into an improved performance. Training and development aid employees to gain more knowledge and skills that enable them perform differently than before. Proper recruitment and selection procedures enable businesses to identify competent workers who will propel the business to greater heights. This may be reinforced by good reward management systems that reward employees who achieve their targets. However, it is difficult to retain employees who have high financial expectations hence the need to employ innovative reward strategies that motivate them and prevent labor turnover

6.2.2 Human Resource Management Practices, Employee Disposition and Employee Performance

The study sought to examine how employee disposition impacts on the relationship between HRMPs and employee performance. This was tested to determine whether the link between HRMPs and employee performance was mediated by employee disposition. The hierarchical four steps for mediation test was administered.

According to the findings, employee disposition has an influence on HRMPs and employee performance. Moreover, the findings demonstrate that the linkage between HR practices and performance is significantly determined by employee disposition.

6.2.3 Human Resource Management Practices, Employee Competence and Employee Performance

The study evaluated the moderating effect of employee competence on the relationship between HRMPs and employee performance. Skills, knowledge and experience made up the core components of an employee's competence to perform their job responsibilities. The hypothesis was tested to establish whether the link between HRMPs and employee performance was largely influenced by employee competence. There was a step-by-step approach applied, and the findings showed that the moderation test passed all three stages. The findings showed that the link among HRM practices and employee performance is moderated by the employee's competence.

6.2.4 Human Resource Management Practices, Job Stress and Employee Performance

The fourth objective was to assess the effect of job stress on the linkage between HRMPs and employee performance. Physiological stress, psychological stress, and behavioural stress were all identified as components of job stress. The hypothesis test indicated that the link between HRM practices and employee performance is strongly affected by job stress, which was shown to be correct. A Step-by-Step approach (stepwise) was used, and the findings revealed that all three phases of the moderation test were fulfilled. The findings revealed that job stress mediates the linkage between HRMPs and employee performance.

6.2.5 Human Resource Management Practices, Employee Disposition, Employee Competence, Job Stress and Employee Performance

Finally, in the fifth objective, employee performance was evaluated in relation to many aspects of HRM, including employee disposition, competence, and job stress. Hypothesis was developed to examine the combined effect of human resource management practices, employee disposition, employee competence and job stress on employee performance. A multiple linear regression model was employed to evaluate the impact of the joint effect. The findings revealed that; HRM practices, employee disposition, employee competence, and job stress influence employee performance,

6.3 Conclusions and Recommendations

Hypotheses testing findings for each of the objectives are provided below.

6.3.1 Relationship between HRM Practices and Employee Performance

HRMPs statistically significantly impact on employee performance ($\beta=0.6186$, $t = 8.44$, p -value = $0.000 < 0.05$), according to the study findings from hypothesis test H_{01} : on the relationship between HRMPs and employee performance at NPS. In the NPS a unit increase in HRMPs results in 0.619-unit increase in EP all factors held constant. Therefore, since the findings reveal that HRM practices have an impact on employee performance, H_{01} was rejected. In light of the above it is concluded that organizations should adopt HRM practices to improve performance because a good combination of HRM practices yields positive results to both the employee and the employer. This supports AMOT theory which means ability has a direct link on employee performance, while motivation and opportunity may reduce or increase depending on the situation.

6.3.2 Mediating effect of employee disposition on the relationship between HRM Practices and Employee Performance

The current research used Baron and Kenny path analysis for testing mediation. The link between HRM practices and employee performance is mediated by employee disposition ($R^2=0.2261$, R^2 change = 0.0516, $F = 48.64$, $P_{\text{value}} = 0.000 < 0.05$). The positive coefficient indicated that employee competence positively influences the relationship. The research revealed that HRMPs and employee performance is mediated by employee disposition. The study revealed that the link between HR practices and employee performance is intervened by employees' dispositions, therefore supporting the second hypothesis. Human resource management practices and employee performance are linked through an intermediary, according to the study results. Both positive and negative affectivity have an impact on performance, therefore, firms need to invest in the management of their employees' dispositions.

6.3.3 Moderating Effect of Employee Competence on the relationship between HRM Practices and Employee Performance

The research adopted Baron and Kenny's path analysis to evaluate for moderation. Employee competence moderates the link between HRM Practices and Employee Performance. The interaction term between HRM practices and employee competence had a significant ($R^2 = 0.1443$, $\beta = 0.0225$, $t = 2.37$, $p_{\text{value}} = 0.021 < 0.05$) impact on employee performance. From the above results, it is easy to conclude that general skills/attributes and experience have an influence on employee performance. These results revealed that employee competence moderates the link among HRMPs and Employee Performance. The research therefore, concludes that organizations need to focus more on general skills and experience as components of employee competence in improving employee performance.

6.3.4 Moderating Effect of Job Stress on the relationship between HRM Practices and Employee Performance

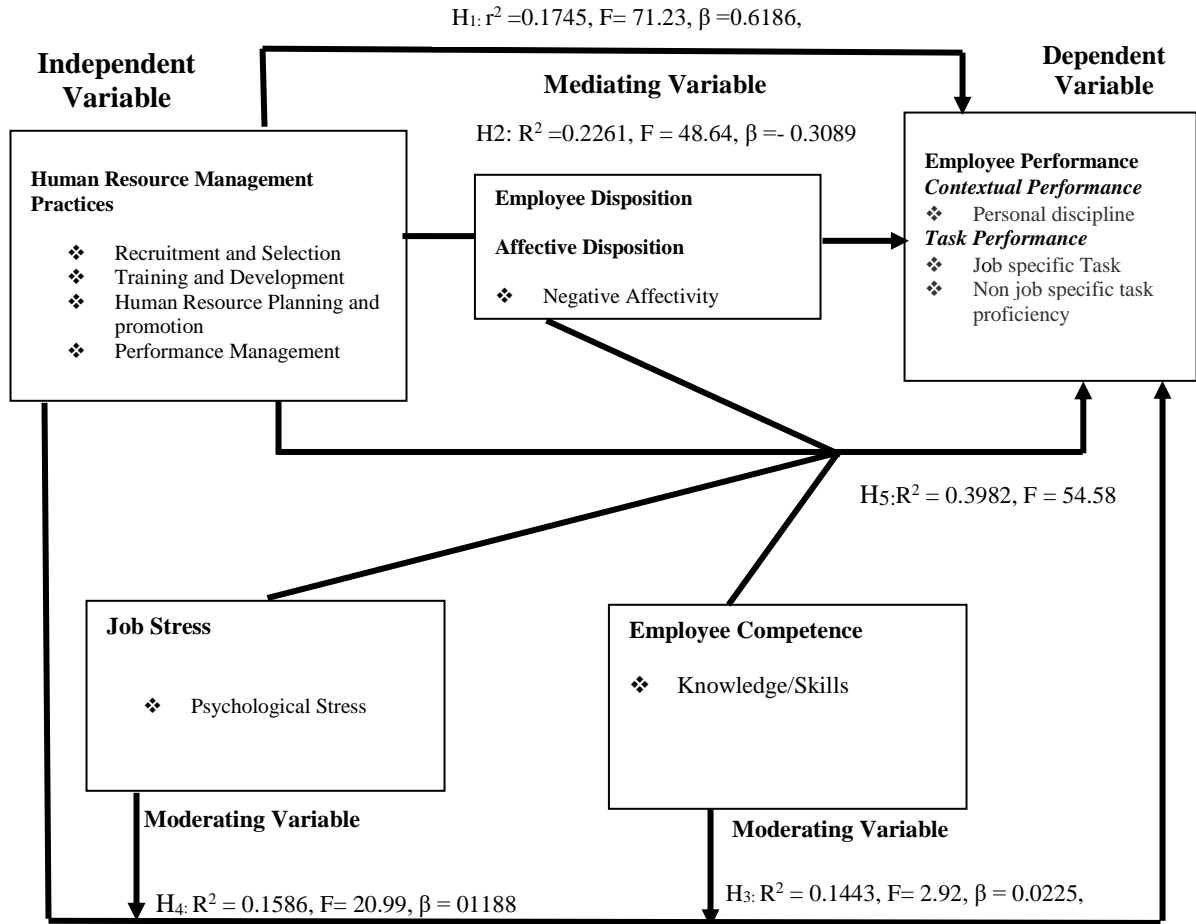
The research found that the link between HRMPs and employee performance was moderated by job stress. Human resource management practices and work stress, accounted for 15.86% of the change/variance in employee performance. The interaction term has a p-value of 0.000 ($\beta=.1188$, $t = 3.98$). The research found that the link among HRM practices and employee performance was moderated by work stress. Companies need to manage their employee job stress in order to improve performance, according to the research findings. Efforts must be made to identify and minimize occupational stress at an early stage in order to achieve organizational goals and objectives.

6.3.5 The Joint Effect of HRM Practices, Employee Disposition, Employee Competence and Job Stress on Employee Performance

The fifth objective analysed the combined impact of HRM Practices, employee disposition, employee competence and job stress on employee performance. Multiple linear regression analysis was used for joint effect. Based on the findings it was concluded that the joint effect of HRM Practices, employee disposition and employee competence and job stress on employee performance was significant ($R^2 = 0.3982$, $F = 54.58$, $P\text{-Value} = 0.00 < 0.05$). The results indicated that jointly HRM practices, employee disposition, employee competence and job stress accounted for 39.8% of the variation in employee performance. It is concluded that organizations must be able to put in place best human resource management practices, manage employee disposition, employ people with right competencies and manage job stress so as to achieve employee performance.

6.3.6 Modified Empirical Model

HRM practices and employee performance were found to be linked as per Figure 6.1, the conceptual framework. This relationship is mediated by employee disposition and moderated by employee competence and workplace stress. Employee performance may be affected by a combination of individual factors, including human resource management practices, employee dispositions and abilities, and workplace stress. As indicated in Figure 6.1, HRM practices is the independent variable comprising of recruitment and selection, training and development, human resource planning and promotion, performance management. Mediating variable is employee disposition made up of positive affectivity and negative affectivity. Moderating variables are employee competence (technical/professional skills, general skill/attributes, experience) and job stress (behavioural stress) while dependent variable is employee performance.



Source: Researcher, 2019

Figure 6.1: Modified Empirical Model (Conceptual Framework)

6.4 Implications of Research Findings

The study main objective was to determine whether HRMPs, employee disposition, and competence affected NPS employee performance. Specific objectives of the research included: to determine the link between HRMPs and employee performance; the effect of employee disposition on the link between HR practices and employee performance; the effect of employee competence on the link between HR practices and employee performance; and to determine whether or not stress at work has any impact on employee performance, as well as whether or not stress at work has an influence on the relationship

between HRMPs and employee performance. The findings of the current study will benefit both academicians and HR practitioners hence the study will be a reference point.

6.4.1 Theoretical Implications

The study contributes to theory by correlating study variables HRM practices; employee disposition; employee competence; job stress, and employee performance with the AMO theory. Despite the fact that employees are qualified and inspired, if they are not involved in decision-making, they may be discouraged, leading to poor performance. In addition, this theory asserts that an individual's 'job success is governed by the capabilities, motivations, and opportunities. It also supports the theory of social exchange; in that it provides a theoretical background on the relationship between employee disposition and employee performance in the sense that it is based on the act of reciprocity. Employee training influences employee behaviour thus leading to improved performance (Takeuchi et al.,2013). By establishing the influence of both employee disposition, competence and job stress on the relationship between HRMPs and employee performance, human resource managers, employees and owners of factors of production can adopt the above recommendations in order to boost performance. In line with human capital theory, the study posits that human resource practices when combined with employee disposition and competence may lead to improved performance.

6.4.2 Implication for Practice

The security sector in Kenya is important hence the findings of the study are valuable in relation to current literature in the domain of HRM practices and especially to performance of public sector workers and notably in the uniformed forces of Kenya. The research aimed at enabling human resource practitioners and policy makers understand that human

resource practices are vital organizational tools particularly in current competitive market environment. This will help such policy makers to identify the best HR practices that lead to employee performance. The National Police Service employees who are in this case the police officers are expected to benefit from the research as they will learn how certain individual disposition affects their performance. The findings of the research are expected to enlighten the HRM practitioners on how employee dispositions may influence performance. It is further expected to shed light on how to identify basic competencies required in order to improve performance.

6.4.3 Contribution to Knowledge

This study is significant in that it helps to demonstrate a correlation among HRMPs employee performance. By showing that employee competence and job stress moderate the relationship HRMPs and employee performance, the current research adds to the body of knowledge. Employee disposition serves as a mediator between HRM practices and employee performance as revealed in the findings of the current study. The research shows that HRMPs and employee performance are linked by studying the impact of employee disposition, employee competence, and job stress on employee performance. Employee performance and HRMPs have been linked, as previous studies have shown. HRMPs employee disposition, employee competence, and job stress had an impact on employee performance, but the combined effect was stronger than the individual impact of HRM practices on employee performance, as the research revealed. Demotivation may occur even when employees are competent and motivated but not involved, therefore it is important to involve them in decision-making. Employees' success is based on their abilities, motivation, and opportunities, according to AMO theory.

6.4.4 Contribution to Policy

The findings of current study will immensely contribute to policy formulation not only at NPS, but also aid other organizations in human resource management. Managers may consider both employee disposition and job stress indicators when designing human resource management policies and strategies according to the results of the study. HRMPs adopted by an organization have a significant effect on employee performance, according to the findings of the research. The NPS policymakers should consider employee disposition, job stress, and HRMPs in order to enhance employee performance. More emphasis should be laid on HRM practices in order to achieve organizational goals and objectives. Policy makers should blend the variables in the current study in order to achieve improved performance since the joint effect showed a higher and significant effect than the individual effect.

6.5 Limitations of the Study

Throughout the research process, the scholar experienced various constraints, though these had no impact on the final results. The research cut across all the 47 counties of Kenya which was a major limitation in that a lot of time and resources was spent so as to ensure that the research tools were distributed and collected for analysis.

There was also a limitation in that some respondents were not co-operative while others did not return the questionnaires. This challenge led to non-response of 34 questionnaires while 5 were spoilt, though this did not affect the overall result of the research. The scope of the study was confined to the Kenyan security sector, specifically the NPS which implies that its conclusions may only be applicable to the security sector institutions. Thirdly, some respondents did not properly fill the questionnaires, for

example, when asked to state their ages, out of 346 respondents 12 did not indicate their ages. However, this difference did not affect the study in any way.

6.6 Suggestions for Future Research

Future studies should explore different constructs and sub constructs that were not discussed in this study. The findings may be replicated to enhance both the short-term and long-term policy contribution of the relationship between human resource management practices and employee performance in other security institutions. Future researchers may also include job stress and employee competence as independent variables. A similar study could also be replicated using other mediating and moderating variables which have not been used in this study. Future studies may also use different techniques to examine various environmental and conceptual aspects that could impact on the relationship between HRMPs and employee performance.

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APPENDICES

Appendix 1: Introduction Letter

The University of Nairobi
School of Business,
Department of Business Administration
NAIROBI.

Dear Respondent

RE: RESEARCH DATA COLLECTION

I am pursuing a PHD Course at the University of Nairobi's School of Business. In partial fulfilment of the requirement for the award of the degree, I am undertaking an academic research on the Human Resource Management Practices, Employee Job Related Attitudes, Job Stress, Employee Competence and Employee Performance at the National Police Service of Kenya (NPS)

In this light, you have been selected to be part of this study. I would therefore, appreciate if you could spare some of your time to fill the attached questionnaire and answer the questions as honestly as possible. Since the research is purely academic the information provided will be treated with high degree of confidence and strictly for academic purposes.

I look forward to your co-operation in this exercise.

Yours sincerely

Christine N Mugambi

Appendix 2: Questionnaire

Part One (A): Personal Information

Tick as appropriate.

1) Sex:

Female

Male

2) Age bracket in years

i) 21 and below

ii) 22 to 34 years

iii) 35 to 44 years

iv) 45 to 54 years

v) 55 years or over

3) Your highest level of education

i) Primary

ii) Secondary

iii) College

iv) University

4) How long have you worked for the Kenya Police Service?

i) Below 5 years

ii) Between 5 and 10 years

iii) Between 10 and 20 years

iv) Between 20 and 30 years

v) 30 years and above

5) Which of the following best describes your position in the Service?

i) Senior management

ii) Middle management

iii) Junior management

PART TWO (B): HUMAN RESOURCE PRACTICES

On a scale of 1-5 please your level of agreement or disagreement with the following statements; where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree while 5 means strongly agree.

Tick as appropriate

Statements		1) Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Recruitment and selection						
1	Recruitment and selection of new police officers is done through advertisements					
2	Shortlisting and interviewing of new police applicants is fairly done					
3	Serving officers are promoted on merit					
4	Deployment of police officers is fairly done					
5	Communication on offer of appointment is done promptly and in writing					
Reward Management						
6	I am entitled to a leave allowance					

7	I am well accommodated (housed) by my employer					
8	I am satisfied with current salary and allowances					
	I am usually rewarded when I perform well					
9	I have a good medical cover					
10	I am provided with house to office transport in my line of duty					
Training and Development						
11	Staff training is continuous process in the National Police Service of Kenya					
12	Nomination for training is done according to training need					
13	I get promoted after receiving relevant training					
4	I perform better after undergoing relevant training					
15	Nomination for trainees is conducted fairly					
Human Resource Planning and promotion						
16	There is succession plan in place at NPS					
17	There is a written scheme of service at NPS					
18	Job promotions are fair and equitable					
19	Priority is given to seniority when promoting officers					
20	Succession planning training is a continuous process at NPS					

Employee Relations						
23	Good Employee relations exist between me and my employer.					
24	Poor Employee relations between me and my employer can lead to misunderstandings which may affect performance					
25	Good employee relations between me and my employer has declined over the years.					
26	Poor employee relations affect morale, reduce productivity and may finally affect performance					
27	Poor employee relations in the workplace costs time and money and may lead to personal stress					
Performance Management						
28	Our organization has a performance management policy in place					
29	I am always appraised on yearly basis					
30	After a performance appraisal I am motivated to work harder					
31	I always look for new strategies to improve my performance					
32	Our organization promotes best performers after a performance appraisal exercise.					
33	Performance targets are set annually					

34	Our organization coaches and guides us on performance issues					
36	Feedback on performance is given on a regular basis					

Part Three(C): Employee Disposition

On a scale of 1-5 please your level of agreement or disagreement with the following statements; where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree while 5 means strongly agree.

Tick as appropriate

Statements		1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Positive Affectivity						
1	My emotions are well under control					
2	I am able to let go of my feelings.					
3	People usually cannot tell when I am upset					
4	I can easily fake emotions.					
5	I usually feel happy and joyful					
6	I am usually enthusiastic and lively					
7	I always feel proud of myself					
8	I am always feeling strong and confident					
9	I am daring and bold					
10	I always feel calm and relaxed					

Negative Affectivity						
11	I always experience fear of the unknown					
12	I always feel frightened					
13	I always feel jittery and bitter					
14	I always feel guilty of myself					
15	I am always angry at self					
16	I am always hostile and irritable					
17	I always feel dissatisfied with self					
18	I am always feeling lonely and sad					
19	I always feel ashamed of myself					
20	I always feel frightened, nervous and shaky					

Part Four (D): Employee Competence

On a scale of 1-5 please your level of agreement or disagreement with the following statements; where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree while 5 means strongly agree.

Tick as appropriate

Statements		1) Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Knowledge/Skills						
1	I possess knowledge and qualifications required for the job					

2	I am highly qualified in detection and prevention of crime					
3	I am quite knowledgeable in apprehension of offenders in their area of jurisdiction.					
4	I possess knowledge and skills in efficient administration of National Police Service					
5	I possess qualifications and knowledge suitable to prepare the budgets, strategic and operational plans for their respective commands or areas.					
Technical/professional Skills						
6	I possess technical knowledge in crime analysis					
8	I am able to apply relevant laws in line of my duty					
9	I possess basic firearms handling skills					
10	I possess technical knowledge in gathering intelligence.					
General Skill/Attributes						
11	Most police officers are compassionate and have a sense humour					
12	There is a high degree of discipline among all officers					
13	Most police officers are ethical and responsible					

14	I have self-control that help me relate well with colleagues					
15	Most police officers have good communication skills					
16	I can counsel my peers					

Part five (E): Job Stress

On a scale of 1-5 please your level of agreement or disagreement with the following statements; where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree while 5 means strongly agree.

Tick as appropriate

Stress indicators

Statements		1) Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Physiological stress						
1	I get severe or chronic headaches					
2	I periodically get nausea					
3	I experience frequent heart burns					
4	I suffer from stomach ulcers					
5	I frequently experience high blood pressure					
Psychological stress						
6	I always feel extremely sensitive and irritable					
7	I always feel sad and depressed					
8	I have low self esteem					

9	I have low motivation (demotivated)					
10	I have low trust for everyone around me					
Behavioural stress						
11	I am usually unable to complete tasks					
12	I always avoid responsibility					
13	I experience poor sleeping patterns					
14	I always turn violent after substance abuse					
15	I don't like change (resistance to change) or avoid change					

Part Six (F): Employee Performance

On a scale of 1-5 please your level of agreement or disagreement with the following statements; where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree while 5 means strongly agree.

Tick as appropriate

Statements		1) Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Contextual Performance						
Team Work						
1	Working relationship with my colleagues is good					
3	I rate myself as a team player					
5	I go out of my way to do my work beyond normal calling					

Personal Discipline						
6	My perseverance and endurance are my strengths in the course of my duty					
7	I am always ready to receive orders from my seniors					
9	I meet all deadlines set by my supervisor					
10	I am proficient in performing my duties					
Task Performance						
12	I have the ability to perform my duties					
13	I possess good communication skills					
14	I possess good oral skills					
15	I always maintain a high degree of accuracy in report writing					

Appendix 3: National Police Service: Ranking Structure

No	Rank	Rank abbreviation
1	Inspector General	I.G
2	Deputy Inspector General	D.I.G
3	Senior Assistant Inspector General	S.A.I.G
4	Assistant Inspector General	A.I.G
5	Commissioner of Police	C.P
Middle Management		
6	Senior Superintendent of Police	S.S.P
7	Superintendent of Police	S.P
8	Assistant Superintendent of Police	A.S.P
9	Chief Inspector of Police	C.I.P
10	Inspector of Police	I.P
Junior Management		
11	Senior Sergeant of Police	S.S.gt
12	Sergeant of Police	Sgt
13	Corporal	C.P.L
14	Police Constable	P.C

Appendix 4: List of Counties and Number of Officers at Each Level

NO	COUNTY	Senior	Sample size	Middle level	sample size	Junior level management	sample size	per staff county	Number of
1	NAIROBI COUNTY	3024	12	9071	32	48,385	170	60,480	214
2	VIHIGA	39	1	117	1	619	2	775	3
3	BUSIA	88	1	267	1	1,428	5	1,783	6
4	BUNGOMA	49	1	145	1	777	3	972	3
5	KAKAMEGA	91	1	272	1	1,454	5	1,816	6
6	GARISSA	114	1	339	1	1,809	6	2,262	8
7	WAJIR	57	1	171	1	912	3	1,140	4
8	MANDERA	54	1	163	1	865	3	1,083	4
9	SIAYA	23	1	67	0	358	1	448	2
10	KISUMU	73	1	220	1	1,174	4	1,467	5
11	HOMABAY	31	1	96	1	510	2	637	2
12	MIGORI	41	1	122	1	648	2	811	3
13	KISII	41	1	122	1	648	2	811	3
14	NYAMIRA	21	1	60	1	324	1	404	1
15	KIAMBU	132	1	396	1	2,109	7	2,638	9

NO	COUNTY	Senior	Sample size	Middle level	sample size	Junior level management	sample size	per staff county	Number of
16	MURANGA	62	1	189	1	1,008	4	1,259	4
17	KIRINYAGA	39	1	117	1	617	2	772	3
18	NYERI	73	1	218	1	1,156	4	1,446	5
19	NYANDARUA	54	1	163	1	876	3	1,093	4
20	ELGEYO MARAkwET	34	1	101	1	536	2	671	2
21	NAROK	41	1	127	1	679	2	847	3
22	BOMET	26	1	80	1	425	1	531	2
23	KERICHO	49	1	148	1	782	3	979	3
24	NAKURU	153	1	461	2	2,456	9	3,070	11
25	BARINGO	31	1	96	1	513	2	640	2
26	NANDI	31	1	96	1	510	2	637	2
27	UASIN GISHU	75	1	228	1	1,215	4	1,518	5
28	WEST POKOT	29	1	86	1	453	2	567	2
29	TRANS-NZOIA	34	1	98	1	523	2	656	2
30	SAMBURU	26	1	78	1	417	1	521	2
31	LAIKIPIA	44	1	130	1	697	2	871	3
32	KAJIADO	41	1	124	1	668	2	834	3
33	TURKANA	47	1	137	1	733	3	917	3

NO	COUNTY	Senior	Sample size	Middle level	sample size	Junior level management	sample size	per staff county	Number of
34	ISIOLO	29	1	88	1	474	2	591	2
35	MERU	83	1	251	1	1,342	5	1,676	6
36	THARAKA NITHI	26	1	78	1	417	1	521	2
37	EMBU	57	1	174	1	930	3	1,161	4
38	KITUI	49	1	148	1	788	3	985	3
39	MACHAKOS	52	1	153	1	816	3	1,021	4
40	MAKUENI	44	1	132	1	710	2	886	3
41	MARSABIT	52	1	153	1	816	3	1,021	4
42	TAITA TAVETA	31	1	96	1	516	2	643	2
43	KWALE	36	1	109	1	575	2	720	3
44	MOMBASA	122	1	363	1	1,933	7	2,417	9
45	KILIFI	52	1	153	1	814	3	1,018	4
46	LAMU	34	1	98	1	526	2	658	2
47	TANA RIVER	26	1	80	1	428	2	534	2
	TOTAL	5459	19	16381	58	87,370	307	109,200	385

Appendix 5: Letter from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No **NACOSTI/P/18/33674/26656**

Date: **27th November, 2018**

Christine Ncekei Mugambi
University of Nairobi
Po Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Human resource management practices employee disposition competence job stress and performance at the national police service of Kenya*" I am pleased to inform you that you have been authorized to undertake research in **All Counties** for the period ending **26th November, 2019.**

You are advised to report to **the County Commissioners and the County Directors of Education, All Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


DR. STEPHEN K. KIBIRU, PHD
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
All Counties

The County Director of Education
All Counties

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified


Appendix 6: NACOSTI License

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013
The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

- 1. **The License is valid for the proposed research, location and specified period.**
- 2. **The License and any rights thereunder are non-transferable.**
- 3. **The Licensee shall inform the County Governor before commencement of the research.**
- 4. **Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.**
- 5. **The License does not give authority to transfer research materials.**
- 6. **NACOSTI may monitor and evaluate the licensed research project.**
- 7. **The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.**
- 8. **NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.**


NACOSTI
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Website: www.nacosti.go.ke



REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION
RESEARCH LICENSE
Serial No. A 22032

THIS IS TO CERTIFY THAT:
MS. CHRISTINE NCKEKEI MUGAMBI
of UNIVERSITY OF NAIROBI, 4304-506
Nairobi, has been permitted to conduct
research in all Counties. County
on the topic: HUMAN RESOURCE
MANAGEMENT PRACTICES EMPLOYEE
DISPOSITION COMPETENCE JOB STRESS
AND PERFORMANCE AT THE NATIONAL
POLICE SERVICE OF KENYA.
for the period ending:
26th November, 2019

Permit No. : NACOSTI/P/18/33674/26656
Date Of Issue : 27th November, 2018
Fee Received : Ksh 2000



.....
Signature of
National Commission for Science, Technology & Innovation