

Human Resource Management Practices, Employee Disposition and Employee Performance at National Police Service of Kenya

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ABSTRACT

Organizations use human resource management practices to change employee attitude in order to enhance employee performance. Disposition is a form of behaviour expressed by individual over time in different conditions. Individual dispositions include personality traits which explain one's behaviour in different situations and are genetically determined. The aim of this study was to establish effect of employee disposition on the relationship between human resource management practices and employee performance. The research was based on ability, motivation and opportunity theory and social exchange theory. Positivism research philosophy and descriptive cross-sectional survey were used. Stratified random sampling was used to study a sample of 384 National Police Service officers. Primary data was collected using structured questionnaires. Data was analyzed using both descriptive and inferential statistics. The study findings showed that employee disposition mediates the relationship between human resource management practices and employee performance. The findings further revealed that positive affectivity and negative affectivity individually significantly mediate the relationship between human resource management practices and employee performance. The findings supported the argument that social exchange theory assumed that employer-employee relationship depends on the fulfilment of each party's obligation, thus rewards must be commensurate to performance. It is concluded that firm must emphasis on employee balance between positive and negative affectivity since both of the has an impact on performance. However, more emphasis should be on positive affectivity.

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

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I. INTRODUCTION

HRM practices have to be implemented in order to achieve organizational goals in a volatile competitive environment. Human resources are highly valued organizational assets; hence the need to adopt HRM practices in order to remain competitive. According to Mohammed, Absar, and Azim, (2010) HRM is a combination of many factors which include practices, policies, and systems. Disposition is a form of behaviour expressed by individual over time in different conditions. Individual dispositions include personality traits which explain one's behaviour in different situations and are genetically determined (Dormann & Zapf, 2001). It is a habit, or a characteristic tendency to act in a specific manner (Cohrs, Abele, Dette &, Dorothea, 2006). Individual dispositional factors include personality traits and individual characteristics (Arvey, McCall, Bouchard, & Taubman, 1994). Affectivity model describes individual dispositions as affective disposition which is further classified into two categories; Positive Affectivity (PA) and Negative

Affectivity (NA) (Judge & Larson, 2001) Affective disposition refers to the way in which people perceive positive and negative affect (Zanon & Hutz, 2013).

Negative Affectivity refers to a dispositional state of mind in which an individual experiences negative feeling leading to dissatisfaction. Positive Affectivity on the other hand refers to a state of mind in which an individual experiences positive feeling such as feeling happy and active (Watson, Clark & Tellegen, 1988). According to George and Brief (1992) PA and NA have different consequences and are relatively independent of one another. People with high level of NA tend to feel stressed or might even experience health complications. Low levels of NA are associated with feelings of peace and calmness. Individuals with high PA have a habit of feeling highly energetic, alert, enthusiastic, and active, while those with low PA appear unconcerned, casual, or inactive (Watson & Clark, 1988). In work situations employees may transfer the feelings of PA or NA into their environments. This may eventually lead to satisfaction or dissatisfaction depending on the type of feeling exhibited thus affecting individual performance (Staw, Bell & Clausen, 1986).

II. LITERATURE REVIEW

A study by Ahmad and Schroeder (2003) showed that HRM practices are likely to improve performance. According to this study, certain HRM practices emphasise on recruitment of employees who are likely to conform to the organizational culture, behaviour, and attitude in order to achieve enhanced performance. Employee disposition may affect performance negatively if not addressed. According to Connolly and Viswesvaran (2000) PA and NA model is one of the models that has description of individual dispositions and explains why individuals behave in a certain manner. The model describes general dispositions experienced by individuals such as high level of pleasure and satisfaction versus those dispositions that lead to distress and dissatisfaction thus affecting performance.

According to Kahn (1990), people must have psychological availability in order to perform. Psychological availability includes the emotional, cognitive, and physical resources in order to perform. On the other hand, positive affectivity may aid individuals in interpreting their work environment positively which influences people psychology leading improved performance (Schaufeli & Van Rhenen, 2006). Steger et al. (2013) studied positive affective disposition and meaningful work interact in relation to work engagement and found a significant interaction between affective disposition and meaningful work interact. Best HRM practices may therefore influence employees' disposition thus leading to performance.

III. RESEARCH METHODOLOGY

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

$$n = (1.96^2 \times 0.5 \times 0.5) / 0.05^2$$

$$n = 384$$

The study used Baron and Kenny four steps method of testing mediation effect as follows; In step one, confirm the significant relationship between independent variable and dependent variable (p -value < 0.05). In step two, confirm the significant relationship between the independent variable the mediator variable (p -value < 0.05). In step three, confirm the significant relationship between mediator variable and dependent variable (p -value < 0.05) and in step four when the effect of mediator variable on dependent variable is controlled, the effect of the independent variable on the

dependent variable would be insignificant (p -value > 0.05).

IV. RESEARCH FINDINGS AND DISCUSSIONS

The hypothesis formulated was that:

H₁: The Relationship between Human Resource Management Practices and Employee Performance is significantly mediated by employee disposition.

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

As shown in Table I, in step one human resource practices significantly influence employee performance ($R^2 = 0.321$, $F = 125.558$, P -Value = $0.000 < 0.05$, $\beta = 0.862$, $t = 11.205$, P -Value = $0.000 < 0.05$). Step one which states that the relationship between independent and dependent variable is significant is satisfied, therefore move to step two.

In step two the relationship between human resource practices and employee disposition is significant ($R^2 = 0.005$, $F = 2.391$, P -Value = $0.002 < 0.05$, $\beta = 0.156$, $t = 3.714$, P -Value = $0.005 < 0.05$). Step two which states that the relationship between independent variable and mediator variable is significant is confirmed, thus move to step three. In step three the relationship between employee disposition and employee performance is significant ($R^2 = 0.021$, $F = 6.538$, P -Value = $0.011 < 0.05$, $\beta = 0.253$, $t = 2.557$, P -Value = $0.011 < 0.05$). Step three which states that the relationship between mediator variable and dependent variable is significant is satisfied, thus move to step four.

In step four the relationship between independent variable and dependent variable when mediator variable is controlled is not significant ($R^2 = 0.356$, $F = 68.732$, P -Value = $0.000 < 0.05$, $\beta = 0.908$, $t = 11.481$, P -Value = $0.12 > 0.05$). Mediation further shows a significant R squared change of 0.035. Step four which confirm the insignificance of the relationship between the independent variable and dependent variable in the presence of the mediator is confirmed thus mediation has taken place. It therefore means that there is enough evidence to support H_2 , which states that the relationship between Human Resource Management Practices and Employee Performance is significantly mediated by employee disposition.

V. CONCLUSION

The study found that employee disposition mediates the relationship between human resource management practices and employee performance at National Police Service. The study revealed that positive affectivity and negative affectivity individually significantly influence the relationship between human resource management practices and employee performance. The results concur with Connolly and Viswesvaran (2000) who posited that positive affectivity and negative affectivity describes individual dispositions and explains why individuals behave in a certain manner. The findings are supported by Steger et al. (2013) who revealed a significant interaction between

affective disposition and meaningful work interact.. The study makes a contribution to theories by agreeing with social exchange theory, that employer-employee relationship depends on the fulfilment of each party’s obligation, thus rewards must be commensurate to performance. It is

concluded that firm must emphasis on employee balance between positive and negative affectivity since both of the has an impact on performance. However more emphasis should be on positive affectivity.

TABLE I: MEDIATION EFFECT OF EMPLOYEE DISPOSITION ON THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	.567 ^a	0.321	0.319	0.93375	0.321	125.558	1	265	0	
2	.068 ^a	0.005	0.001	0.60723	0.005	2.391	1	258	0.002	
3	.145 ^a	0.021	0.018	1.09301	0.021	6.538	1	304	0.011	
4	.596 ^a	0.356	0.351	0.92277	0.035	68.732	2	249	0	
ANOVA ^a										
Model		Sum of Squares	Df	Mean Square	F	Sig.				
1	Regression	109.472	1	109.472	125.558	.000b				
	Residual	231.049	265	0.872						
	Total	340.521	266							
2	Regression	0.871	1	0.871	2.391	.002 ^b				
	Residual	94.000	258	0.364						
	Total	95.571	259							
3	Regression	7.811	1	7.811	6.538	.011 ^b				
	Residual	363.183	304	1.195						
	Total	370.994	305							
4	Regression	117.051	2	58.526	68.732	.000 ^b				
	Residual	212.025	249	0.852						
	Total	329.076	251							
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.204	0.228		5.286	0	0.756	1.653		
	Human Resource Practices	0.862	0.077	0.567	11.205	0	0.71	1.013	1	1
	(Constant)	2.785	0.151		18.409	0	2.487	3.083		
2	Human Resource Practices	0.156	0.051	0.042	3.714	0.005	-0.045	0.157	1	1
	(Constant)	2.961	0.297		9.969	0	2.376	3.545		
	Employee Disposition	0.253	0.099	0.145	2.557	0.011	0.058	0.448	1	1
3	(Constant)	0.581	0.356		1.634	0.103	-0.119	1.282		
	Human Resource Practices	0.908	0.079	0.585	11.481	0.12	0.752	1.064	0.997	1.003
	Employee Disposition	0.163	0.095	0.087	1.715	0.088	-0.024	0.351	0.997	1.003

Model 1: Predictors. Constant, human resource practices. Criterion variable employee performance

Model 2: Predictors. Constant, human resource practices. Criterion variable employee disposition

Model 3: Predictors. Constant, employee disposition. Criterion variable employee performance

Model 4: Predictors. Constant, human resource practices, employee disposition. Criterion variable employee performance

Source: Field Data, (2019).

VI. RECOMMENDATIONS

The results of this study have established that employee disposition mediates the between human resource management practices and employee performance. Is therefore recommended that organization should ensure more of positive affectivity and minimize negative affectivity. This is because the implementation of human resource management practices could be impeded by the behaviour expressed by individual over time in different conditions.

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