PERCEIVED INFLUENCE OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT CAPABILITIES ON PERFORMANCE OF THE NATIONAL POLICE SERVICE IN KENYA

BY

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DECLARATION

Declaration by the Candidate

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DEDICATION

This research thesis is dedicated to my family and friends for their moral support and encouragements during the period of this study.

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ABSTRACT

Performance of the National Police Service has been comparatively low in relation to other public sectors despite their efforts to fulfill their mandate in the current dynamic environment characterized by increased demand for service quality, globalization phenomena, fluctuating environmental threats, employee diversity, competition, preferences and technology. For instance, according to the 2017 East Africa Bribery Index (EABI) report, the National Police service is still the most corrupt public sector, with an 83.3% likelihood of corruption. In addition, the Independent Police Oversight Authority reported in 2016 that 71% of Kenyans are dissatisfied with the way the National Police Service provides its services. The inconsistent delivery of services has been attributed to challenges like the appalling working conditions that police officers are required to perform in, the lack of adequate housing facilities, work imbalances, low pay, and insufficient career advancement programs, as shown by Ombudsman, Human Rights Watch, and United Nations Development Program Reports. This served as the foundation for the study that examined how the performance of Kenya's National Police Service was perceived to be influenced by sustainable human resource management capabilities. The specific objectives of the study were to establish the perceived influence of career development, work-life balance and working environment on performance of National Police Service in Kenya. The study was guided by Resource based theory, Attribution theory and Contingency theory. A structured questionnaire was used to collect data from a sample of 398 respondents who were selected from a target population of 101,262 uniformed police officers by employing stratified and simple random sampling. The study employed cross-sectional research design. Descriptive and inferential statistics was used to facilitate analysis of quantitative data with tools such as percentages, mean scores, frequency distribution, and standard deviations, and factor analysis. The key findings along the study objective reveal that police officers perceive sustainable HRM capabilities to have a positive influence on the performance of the National Police Service. The Service's direction and approach to achieving its objectives are clearly seen by the police officers as sustainable HRM capabilities. Consistent with the attribution and resource-based theory, organizational resources like career advancement, work-life balance, and working conditions have been identified as crucial to improving performance. The findings of the study are also consistent with other empirical studies that have identified sustainable HRM capabilities as best practices that will result in superior organizational performance. The study recommends the findings to be applied in the National Police service during policy formulation and decision making. In addition, the study recommends that alignment of perceived sustainable HRM capabilities to the organizational strategy would improve performance of the National Police Service. A critical discussion of this subject suggests a study on other public security institutions, private security entities and comparative studies among East African countries like Rwanda, Tanzania, and Uganda should be done to determine how sustainable HRM is perceived to influence performance. Additionally, further research to establish whether there is a link between gender complement and the success of implementing sustainable human resource management capabilities may be interesting given that demographic data revealed that there are more male than female police officers.

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ABBREVIATION AND ACRONYMS

AVE　　　　Average Variance Extracted

HR　　　　Human Resource

HRD　　　　Human Resource Development

HRM　　　　Human Resource Management

IPOA　　　　Independent Police Oversight Authority

NACOSTI　　　National Commission for Science Technology and Innovation

PCA　　　　Principal Component Analysis

SHRM　　　　Sustainable Human Resource Management

SPSS　　　　Statistical Package of Social Sciences

UN　　　　United Nations

UNDP　　　　United Nations Development Program

WLB　　　　Work-Life Balance

OPERATIONAL DEFINITIONS OF TERMS

For the purpose of this study the following terms were defined as follows:

Career development: refers to a formal procedure for providing staff with the information and skills they need to deliver services in a better way due to changing business needs (Deborah, 2016). The selected metrics adopted in the study includes talent retention, knowledge transfer and succession planning.

Organizational Performance: describes an organization's capacity to achieve its end results using available resource (Gachunga & Mumanthi (2014). Customer satisfaction, efficiency, effectiveness, transparency, and accountability are among the chosen organizational performance measures used in the study.

Sustainable human resource management capabilities: refer to long-term initiatives of HRM strategies adopted by organizations in order to more effectively and efficiently fulfill corporate goals (Ashraf et al., 2015). The selected indicators adopted by the study include career development, work-life balance and working environment.

Work Environment: refers to the surrounding conditions in which employees are expected to perform their duties and responsibilities (Helmle et al., 2014). The selected metrics adopted in this study includes house facilities, office facilities and management support.

Work-life balance: refers to balance between employee formal working lifestyle and informal activities performed by workers outside their normal work routines. The selected metrics adopted in this study involves stress management, time management and leisure management.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The economic environment is changing rapidly and this change is characterized by increased demand for service quality, globalization phenomena, fluctuating environmental threats, employee diversity, competition, preferences and technology (Alosani et al., 2020). To compete successfully in such a dynamic environment, organizations continually need to improve their performance by innovating long-term products, processes, interventions, practices and improving quality. Such long-term initiatives of human resource management strategies make up organization sustainable human resource management capabilities (SHRM) and serve as a cutting edge of today's organizations and are vital for its sustainability. Many studies have underscored that SHRM often leads to competitive advantage (Bombiak & Marciniuk-Kluska, 2018).

The impact of SHRM capabilities on organizational performance has been extensively researched in the recent past. Numerous studies by HRM scholars and practitioners contend that the capabilities and activities in the field of sustainable human resource management may positively influence the performance of an organization, and this contributes to its sustainability. Sohail and Xing (2016) in China contend that organizations in the 21st century should focus on employee career needs as an effective way to improve their performance. Work-life balance is thought to be a function of organizational performance even though little is done by organizations to embrace the practice (Chen & Li, 2015). In addition, Chang et al. (2013) observed that most of the organizations that fail to achieve their objectives can be as a result of work imbalances.

Causes of work-imbalances can range from gender-related issues, marital status, inflexible work schedules and family characteristics.

Moreover, Eenink (2012) and, Xerri and Brunetto (2013) in the United States of America, noted that manufacturing enterprises' organizational performance is correlated with highly favorable working environment provided to employees of the organization such as flexible working schedules, good employee relations and opportunities for career growth. In addition, a survey conducted by Collier (2013) indicated that majority of the employees working on organizations were experiencing stress-related issues at the workplace due to work-imbalances thus declined performance of firms. Even though some employees find it difficult to balance work and other social issues, it was concluded that to a larger extent organizational performance was realized when employees were stress-free.

Subsequently, Kozica and Kaiser (2012) recognize that organizational achievement is mostly responsible for non-monetary rewards even though most of the organizations in developing countries are not embracing best practices in attracting and retaining workers.

Further, Abstein, Heidenreich and Spieth (2014) observed in their study that reduced work-life conflict can influence organizational performance in terms of enhanced relationships, minimal costs of operation, improved productivity and minimal employee turnover.

Pukienė & Škudienė (2016) avers that work-life balance can be described as the balance that an individual need between time allocated for work and other aspects of life. It is conceptualized that work-life balance can lead to enhanced to organizational productivity if well utilized and vice versa. Further. aspects such as conducive housing

facilities, decent office, communication and availability of social amenities such as schools, hospitals and entertainment facilities can influence employee behaviour thus improved organizational performance (Ma Prieto et al., 2014).

Regionally, Kumari and Pradhan (2014) in Egypt observed that companies in the fast-moving product industry were not only using financial rewards to improve performance but also non-financial rewards such as employee medical covers, education sponsorship and promotions. Similarly, a negative working environment can equally contribute to deteriorating organizational performance in the organization. Poor communication, inadequate employee facilities such as offices, equipment, lack of housing facilities and other social amenities such as schools and hospitals significantly contribute to deteriorating performance of commercial and public entities (Kumari & Pradhan, 2014). Jackson and Fransman (2018) in South Africa avers that work–life balance plays a more important role in the performance of a worker hence increased organizational performance and increasing experiences of work–life balance would address subjective experiences of productivity.

Osibanjo et al. (2016) in their study assert that it is imperative for organizations to invest necessary resources in developing strategies and interventions to reduce workplace stress. If this is achieved, there will be endless opportunities in terms of increased performance and overall sustainability of the organization.

Locally, a survey conducted by Kohli (2013) in Uganda showed that understanding employee behavior in the context of the organization demands top management commitment to carry out training and needs assessments in order to improve performance. In Kenya, a study by Lyria et al. (2017) suggest that career management practices should be widely adopted by listed firms as doing so would lead to improved

performance. Therefore, firms wishing to maintain superior organization performance should put in place mechanisms to support career management. Furthermore, Mumanthi and Gachunga (2014) assert that improving organizational performance and efficiency may be achieved by using human resource management techniques like training, working environment, and HRM systems. Additionally, Mungania et al (2016) reported that flexible work arrangement aspects that pertains to employees were critical factors that fueled performance of banking industry. Also, Amimo (2018) observed that work-life balance practices were vital factors that affected the performance of microfinance institutions and organizations should consider adopting them to improve their performance.

1.1.1 Concept of Perception

According to Qiong (2017), perception is a process by which a person chooses, arranges, interprets, and gives meaning to external phenomena or stimuli. It is how people interpret their surroundings for themselves. The process of becoming aware of or comprehending sensory information is known as perception in philosophy, psychology, and cognitive science. Selecting, organizing, and interpreting are the three steps in the perception process. In addition, Qiong (2017) asserts that in order to make sense of the world and to feel safe and secure, we must process the information we receive when interacting with the physical outside world.

Conversely, an individual and their environment are interrupted by it. Benthaus et al. (2016) stated that through perception, various people can consciously and unconsciously assess the effectiveness of an organization. This will be based on inferences made from prior experiences, long-term observations, and patterns found. A convergence of findings will be crucial for this study because people's affirmed feelings

about something can be inconsistent with reality and differ even when exposed to similar stimuli or reality. As a result, police officers' perceptions of the sustainable human resource management practices adopted by the National Police Service (NPS) to improve its performance may be influenced by their familiarity with and experience with these practices.

1.1.2 Sustainable Human Resource Management Capabilities

Sustainability has been a topic of discussion and thought in the human resource management (HRM) industry for a long time (Marchington, 2015). Conversely, it appears that the link between sustainability and HRM issues has only recently come to light (Jerome, 2013. In contrast to traditional HRM, sustainable HRM has developed new strategies for identifying the advantage of perception, which is a push for long-term organizational goals. Sustainable HRM is concerned with the role of HRM capabilities in facilitating the attainment of corporate goals with an impact on the organization's internal and external environments over a long period of time, (Ehnert et al., 2016). In addition, sustainable HRM capabilities that influence organizational performance are considered to be key ingredients of any competitive systems (Armstrong, 2012).

Sustainable Human Resource Management capabilities are critical factors in the performance of any organization that has been confronted by new challenges in operating activities in today's competitive business environment (Jerome, 2013; Albrecht, 2015). Recognizing and addressing sustainability issues in HRM delivers benefits to the public, the organization and the security environment. Organizations, society, the economy, and the environment are all thought to benefit from sustainable HRM. It increases the longevity of human resource systems and effectively connects

them to outside results. It was found that career development, work-life balance and working environment are fundamental components of sustainable HRM capabilities upon which organizational performance is hinged on (Nyameh, 2014; Xerri & Brunetto, 2013; De La Lastra et al., 2014; Chen & Li, 2015; Ma Prieto et al., 2014 & Kumari & Pradhan, 2014).

1.1.3 Organizational Performance

Organizational performance has become one of the concepts that are considered to be the ultimate result of existence (Elena-Iuliana & Maria, 2016). The concept describes an organization's capacity to achieve its end results using available resource (Ali, 2017). Accordingly, performance may also denote the transformation of inputs into outputs in order to achieve a specific goal, regardless of its content. Performance informs the organization about the goals that have been met, particularly those that must be met within a specific time frame. Setting organizational goals, monitoring progress toward those goals, and making adjustments to attain those goals more effectively and efficiently are all examples of recurring actions that can be included in measuring the performance of an organization.

On the other edge, it is also thought to be the organization's capacity to materialize its output or results over a given period time given the necessary support. Evaluation of performance results is seen to be a complex issue from one organization to another due to lack of appropriate frameworks (Luann, 2012). Transparency International (2016) assert that the performance of organizations can be evaluated by various stakeholders according to the customer satisfaction level in terms of low crime rate, time taken for investigation and prosecution of perpetrators, transparency of legal processes, community policing, NPS's accountability, and greater trust and confidence among the

wider population and National Police officers.

1.1.4 National Police Service in Kenya

National Police Service (NPS) is a national security organ established by the Constitution of Kenya, National Police Service Commission Act 2011 and the National Police Service Act 2011. It is divided into three branches: the Kenya Police Service, the Administrative Police Service, and the Directorate Criminal Investigation. Because it is a public institution, its performance is clearly seen. Performance of the NPS may be evaluated in terms of level of customer satisfaction, transparency, accountability, employee morale, technology uptake, corporate governance, work transformation, corporate image, and system efficiency and effectiveness (Gachunga & Mumanthi, 2014; Martie et al. 2013).

Further, the Constitution also requires the NPS to maintain high standards of professionalism and discipline among its members, to prevent corruption and embrace transparency and accountability, to protect human rights and fundamental freedoms, to foster and promote inter-community relations, and to train staff to deliver services with a high level of competence and integrity in relation to respect for human rights and fundamental freedoms (UNDP, 2017). Further, the citizens and the Government of Kenya have invested heavily in improving the quality of services offered by the NPS. Notably, its services are key to protection of civilians and protection of other institutions.

Despite its efforts to deliver services, the trend shows the organization has been marred by lower performance. Its performance has been declining as occasioned by increased rate of crime both in rural and urban areas, formation of outlawed militia groups and extremist terrorist, shoddy investigations, unfair prosecutions, murder of crime suspects

(Transparency International Kenya, 2016). Further, NPS continues to be the most corrupt public sector, with the likelihood of corruption being at 83.3%, according to the East Africa Bribery Index (EABI) report (2017).

National Police Service's performance may be influenced by a number of factors, including the association between the aforementioned SHRM capabilities and organizational performance. Ombudsman Report (2017) assert that inconsistency in service delivery in the National Police Service may be attributed to deplorable working conditions under which the police officers were forced to serve. In addition, Human Rights Watch Report (2017) observed that even though in most cases police officers were alleged to collude in social and economic crimes, it is perceived that little may have been done to address challenged faced by the National police service such as housing facilities, compensation and career progression. Furthermore, United Nations Development Program Report (2017) avers that there might be a need for the NPS to embrace sustainable human resource management strategies in order to benchmark developed countries on security issues. Just like on the global scene, security is the most promising enterprise for organizations to realize better and enhanced production and hence a primary drive for national social and economic development.

Thus, a study that looks into the factors perceived to be associated with performance of the National Police Service was vital at this point. Therefore, the present study was designed to examine the above factors as they relate to the performance of the National Police Service in Kenya.

1.2 Statement of the Problem

Performance of the National Police Service has been comparatively low in relation to other public sectors despite its efforts to fulfill its mandate. For example, National Police service continues to be the most corrupt public sector, with the likelihood of corruption being at 83.3%, according to the East Africa Bribery Index (EABI) report (2017). Furthermore, according to a study by the Independent Police Oversight Authority (2016), 71% of Kenyans are unhappy with how the National Police Service delivers its services. It is argued that this has been exemplified by increased rate of crime in certain parts of the country, accusations of police officers taking bribes, suicidal cases reported on a regular basis, and collusion of some police officers with criminals to carry out criminal activities such as theft (Transparency International, 2016).

Currently, it is perceived that inconsistency in service delivery has been attributed to challenges such as deplorable working conditions under which the police officers are forced to serve, in adequate housing facilities, work imbalances, poor compensation and inadequate career progression programmes. (Ombudsman Report, 2017; Human Rights Watch Report, 2017; United Nations Development Program Report, 2017) In addition, the United Nations Development Program Report (2017) states that in order to compare Kenya to developed countries on security-related issues, the National Police Service must adopt sustainable human resource management capabilities. In light of this mismatch, an understanding of their perception on influence of SHRM capabilities on performance at NPS would be a fair justification to the assertion on whether SHRM influences performance or not. This is only possible through a comprehensive research study.

Organizational performance has been credited in large part to sustainable HRM. The body of research reveals that there have been in-depth investigations both locally and internationally into the perceived influence of SHRM on organizational performance (Cemal et al., 2016; Abdulkadir & Oladipo's, 2011; Ogutu et al. 2015; Gachunga and Mumanthi, 2014 among others Although SHRM capabilities are linked to better organizational performance, previous studies have not done much to address their perceived influence on Kenya's NPS performance. For instance, Cemal et al. (2016) discovered a significant positive relationship between technology, product development, and employee empowerment on innovation performance in the Turkish banking sector, as measured by adaptability to emerging technologies. Regionally, the success of Nigerian manufacturing organizations was also found to be influenced by other factors, according to Abdulkadir and Oladipo's (2011) research, including hiring procedures, career planning, evaluation procedures, and employee involvement. Locally, Ogutu et al. (2015) studied HRM practices and firm performance based on enterprises listed on Nairobi Securities Exchange and the findings revealed a positive association between employment security, status differentials, selective hiring, workforce development, self-managed teams, sharing information and performance-related pay on firm performance as measured by metrics like profitability, market share, and sales growth. Similarly, a conducted by Gachunga and Mumanthi (2014) observed that National Police Services' performance was positively impacted by the training and development of police officers.

Empirical evidence reviewed has given mixed findings on the relationship between SHRM capabilities and organizational. These studies only partially and separately explored the factors of the current investigation, creating conceptual gaps. Further, these studies were conducted in various contexts, including the industrial sector, the

banking sector, and the education sector, as well as in other nations, leaving contextual gaps that this study will fill. Additionally, these studies used various data analysis techniques and sampling designs, which led to inconsistent research conclusions because of the small sample sizes used and the subjectivity of the data collection tools. Thus, it was important to investigate the relationship between these variables due to scarcity of research literature on these variables locally, to add more research literature on the hypothesis relating to the perceived influence SHRM capabilities on performance of the NPS in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

This study's general objective was to establish the perceived influence of sustainable human resource capabilities on performance of National Police Service in Kenya.

1.3.2 Specific Objectives

This study had three specific research objectives:

(i)   To establish the perceived influence of career development on performance of National Police Service in Kenya.

(ii) To evaluate the perceived influence of work-life balance on performance of National Police Service in Kenya.

(iii) To assess the perceived influence of working environment on performance of National Police Service in Kenya.

1.4 Significance and Justification of the Study

By offering a viewpoint on sustainable human resource management capabilities in managing the National Police Service, Kenya, this study may culminate in fresh understanding to the ever-growing body of knowledge on sustainable human resource

management capabilities in economically advancing nations. The main findings support the theoretical assumptions that resources give organizations a competitive advantage and that competitiveness depends on the use of sustainable human resource capabilities. Perceptions and attitudes of police officers were posited to be factors leading to their conscious or subconscious responses towards the subject hence influencing success of SHRM in the organization which has policy implications. Policymakers such as the United Nations, Human Rights Watch, the Ombudsman, and the Independent Police Oversight Authority (IPOA) may utilize the data to create policies that will enhance the functionality of the National Police Service. Scholars, academics, and researchers may use this knowledge to enhance their writing and provide fresh approaches to problems that are relevant to their current research. Furthermore, the information may provide researchers with new insights, resulting in new research gaps to be investigated.

Furthermore, the researcher deemed this topic appropriate because it sought to address the perceived influence of sustainable HRM capabilities that would improve National Police Service performance, and a comparable study might be duplicated in different security organizations verify that the research findings are consistent. In addition, the theories employed in this study were deemed suitable since they supported logical reasoning and provided the framework for the research tools. Similarly, the cross-sectional research design used helped in the quantitative analysis and presentation of data.

Furthermore, it made it easier to test research hypothesis based on cause-and-effect theories. Additionally, the study's use of the Factor analysis method made it easier to statistically demonstrate the association between variables. The findings of this study

could encourage other countries to replicate similar studies which would be of significant importance to other academics.

1.5 Scope of the Study

The study was confined to the Kenya's National Police Service with a population of approximately 102,262 police officers of different status. Equally, a sample size of 398 police officers was relevant for the study. Its chief goal was to determine how the National Police Service's performance was perceived to be influenced by sustainable HRM capabilities. Based on its vital role in upholding law and order and safeguarding private property rights for long-term economic growth, the National Police Service was deemed the best area for conducting this study. Due to Kenya's vital location in the East Africa area, which facilitates commerce and investment between member nations, the researchers conclude that Kenya is suited because security is one of the key factors in social-economic advancements. The performance of the National Police Service was the study's dependent variable, while the independent factors of the study were career development, work-life balance, and working environment.

In addition, a descriptive cross-sectional research design, which provided a detailed description of people's attitudes and interpretations through observation was considered for gathering data. Conversely, the study was limited to attribution, resource-based view theory and contingency theory to determine if the outcome of the study support the theoretical propositions in HRM literature concerning the relationship between SHRM capabilities and organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter discusses comprehensively the concept of organization performance and the concept of sustainable human resource management capabilities consistent with the objective of the study. It further offers an empirical review part on perceived sustainable human resource management capabilities influence on organizational performance, theoretical review that discusses the main theories that guided the study, summary of empirical studies carried out both internationally and locally while highlighting the research gaps that need to be filled and conceptual framework showing the interrelationship between variables of the study.

2.2 Organizational Performance

Performance has evolved into one of the ideas regarded as the ultimate outcome of existence. Due to its prevalence in almost all areas of human endeavor, the idea has attracted growing attention in recent decades. Regardless of its content, the term "performance" can be used to describe the conversion of inputs into outputs for the purpose of achieving a particular objective (Alosani, Yusoff, & Al-Dhaafri, 2020). Performance also provides the organization with information about the accomplishment of goals, particularly those that must be completed within a specific time frame. Regular actions that can be included in gauging an organization's performance include setting organizational goals, keeping track of their progress, and making changes to help them be attained more effectively and efficiently.

According to Elena-Iuliana and Maria (2016), performance is a personal interpretation of reality, which accounts for the many objections to the idea and the metrics used to

measure it. The definition of organizational performance is a collection of successes attained through the application of a collection of procedures. Profits, operating expenses, sales volume, and dividend payments to shareholders of a corporation are a few of the financial metrics that are used to evaluate the success of private and public institutions, according to Martie, Verreynne, Polly, and Marie (2013). Furthermore, Gachunga and Mumanthi (2014) believe that non-financial metrics such as customer satisfaction, system efficiency and effectiveness in service delivery, accountability, employee morale, technology adoption, change implementation, corporate image, corporate governance, transparency, and product development should be considered when evaluating the performance of corporate entities.

Similarly, Martie et al. (2013) assert that the performance of organizations can be evaluated by various stakeholders based on the level of customer satisfaction in terms of low crime rate, time taken for investigation and prosecution of perpetrators, transparency of legal processes, community policing, accountability of the National Police Service, and increased confidence and trust between the general public and National Police officers (Transparence International, 2016).

In the public sector, the idea of performance sits at the crossroads of three ideas, including the institution's use of its own policy to implement its guiding principles, its focus on target audiences like customers, users, and other actors in the provision of public services, and its efficient use of institutional resources to produce the desired outcomes. Nowadays, organizations are challenged to meet by performance the values, interests and expectations of the society at large (Carter, & Greer, 2013). While the private sector intends to increase profit and enhance value for customers, the public sector intends to improve performance, customer satisfaction and quality. Additionally,

governments are aiming to enhance their performance in terms of program outcomes, client satisfaction, citizen participation, strengthened integrity, and the use of public resources as well as the prevention of corruption and accountability (Alosani, Yusoff, & Al-Dhaafri, 2020). These changes are essential for development, protecting the public interest, and bolstering the government's ability to provide citizens with the most basic services.

2.3 Sustainable Human Resource Management Capabilities

In order to achieve long-term organizational goals, organizations are believed to be adopting emerging HRM strategies, such as sustainable human resource management (SHRM) capabilities (Tembur, 2017). Additionally, they are seen as long-term conceptual strategies and initiatives centered on the growth, use, and release of human capital in a way that is both morally and economically sound. Additionally, the concept of long-term human resource management capabilities is being used by academics, professionals, and researchers more and more. This is because it has benefits not just for organizations but also for society, the economy, and the environment. Sustainable HRM capabilities is also thought to be advanced by employee engagement, greening the organization, work-life balance, employee wellness, performance and reward systems, autonomy and empowerment, strategic staffing, self-leadership, knowledge, and motivation (Ehnert & Harry, 2012). However, it is now necessary to acknowledge that on a larger scale, the organization has ties to its social and economic environments and supports ecological and social sustainability.

According to Hayat (2014), the SHRM system has transformed into a "survival strategy" for multiple companies that depends on knowledgeable people, highly skilled workers, motivation, and networks. Additionally, there will be inconsistencies as long as there are various managers in an organization, especially in cases where managers

are frequently changed, leading to changes in approaches. As a result, there is a need for sustainable HRM capabilities that will produce a long-lasting approach to managing a firm's assets in an effort to increase firm productivity. Depending on the tasks and responsibilities assigned to employees, the sustainable human resource management capabilities adopted by organizations may vary from situation to situation. In its pursuit of a long-term objective that it aimed to accomplish within a certain time frame, the organization's sustainable development is progressing. In order for an organization's long-term input to produce an output in line with its goals and objectives, there is a clear connection between SHRM and enterprise performance.

The idea of sustainable human resource management capabilities symbolizes the inputs that are given to the business with knowledge of the desired outcome. Additionally, the initial construct of sustainable human resource management predicted certain outcomes, which are represented by the construct of organizational performance. Nyameh (2014) observed that sustainable HRM can have an impact on an organization's structure, the caliber of the work produced, employee morale and goodwill, innovation and creativity, the attitudes of people at work and productivity and efficiency. Similar to this, Jerome (2013) asserts that effective HRM competencies have a direct impact on corporate success. An organization that heavily and intensively promotes sustainable HRM capabilities and uses them in management decision-making processes reaps far greater returns on investment and sale than those that do not.

It was found that career development, work-life balance, and working environment are essential components of sustainable HRM capabilities. Career development is conceptualized to be one of the sustainable HRM capabilities that influence organizational performance. It is thought to be the process that forms a person's work identify. It involves self-assessment, career awareness, goal setting and acquiring the

relevant skills and training thus ultimate performance (Xerri & Brunetto, 2013). The underperformance of many organizations is attributed to lack of career planning, which leads to an increase in employee turnover and lack of employee morale. Furthermore, Chen and Li (2015) remark that despite the fact that organizations are doing little to support the practice, work-life balance affects organizational effectiveness vastly. Work-life balance is the ability to manage one's time effectively between job-related tasks and other responsibilities. According to theory, a healthy work-life balance can boost organizational productivity and vice versa (Pukien & Kudien, 2016). On the other side, it is noticed that most entities that fail to meet their goals can be attributed to work imbalances. Workplace discrimination can have a variety of root causes, including family circumstances, gender-related concerns, rigid work schedules, and marital status, (Chang, Gong, Jia, & Way, 2013).

Working environment can be described as the physical location or place of employment where workers interact or related in a formal way to achieve the organization's predetermined goals. Working environment can be different from one organization to another leading to positive or negative performance of the organization (Almatrooshi et al., 2016). Specific situations or factors at the workplace can influence employees directly or indirectly to work towards organizational goals. The availability of social amenities like schools, hospitals, and entertainment venues, as well as conducive housing options, decent offices, and communication, can affect employee behavior and improve organizational performance (Ma Prieto et al., 2014). Similar to this, a bad work environment may also be a factor in the organization's declining organizational performance. The performance of private and public entities is significantly worsened by poor communication, insufficient office and equipment space for employees, a lack

of housing options, and a lack of other social amenities like hospitals and schools (Kumari & Pradhan, 2014).

2.4 Empirical Review

This section outlines the conceptual, contextual, and methodological research gaps that this study aims to fill in a thorough review of empirical investigations carried out both worldwide and locally in relation to perceived influence of sustainable HRM capabilities on organizational performance. Perceptions have an impact on daily decision-making and affect expectations. Perceptions within those organizations are influenced by organizational culture, rules, guidelines, and prior experiences. Perception can affect an organization's objectives and evaluation of its performance as a result. Although it is generally accepted that sustainable HRM capabilities improve performance within an organization, this may not be possible if pursued in the wrong manner. The literature on sustainable human resource management that is currently available supports the effect of sustainable HRM capabilities on performance. In order to achieve organizational excellence and accomplish a long-term goal, organizations need to have sustainable HRM capabilities. (Usrof & Elmorsey, 2016).

2.4.1 Perceived influence of Career Development on Organizational Performance

In a study by Massie et al. (2015), career development was defined as a task that aids people in planning their future career paths within an organization so that both the organization and the employees can maximize their potential. Additionally, it is a formal strategy used by businesses to ensure that the people on their staff have the qualifications, skills, abilities, and experience needed when needed. According to a number of academics, career development programs are crucial for enhancing employee wellbeing, making the most of human capital, and achieving organizational objectives. Career development refers to the process of enhancing people's job abilities

so that they can pursue their desired careers (Deborah, 2016). It's perceived that a person's potential to succeed in obtaining a position is maximized through career development. In addition, corporations may use career development as a formal strategy to ensure that employees with the required education and experience are readily available when they're needed (Widya, 2015).

Additionally, it seeks to fully meet the organization's future needs for human capital. Career development, according to Widya (2015), is an official initiative that is legitimate and focuses on enhancing or improving employees' skills. As a result, Cedaryana et al. (2018) find that employees perform better when a company makes an effort to address their needs through career development programs. On the other hand, Nasution et al. (2018) recognize that career development initiatives have an effect on employees' productivity at work, and it is anticipated that employee productivity will rise if a stronger career development system can be implemented. Additionally, there is a recognition that excellent performance is anticipated to occur when employees' skills or abilities match their specific needs and the environment of the company (Trivellasa et al., 2015).

Suyanto et al. (2018) found in their study that higher career development leads to better employee performance, while lower career development is associated with worse employee performance. Beyond merely moving an employee to a higher position or positions, career development is thought to have an effect on efforts to improve performance. It also refers to a form of encouragement or motivation to advance in employment within an organization if one's career is successful, which has an effect on employee performance. According to Khan et al. (2016), offering employees the right opportunities for training and development can motivate them to develop their skills,

which will have an impact on their productivity. A strong career development program can help to achieve employee performance. Organizations are known to play a significant role in the development of their workers, and if they want to recruit, motivate, and retain the best employees, they should be concerned about their career development. Accordingly, companies that support their employees in this way have seen success.

Career development is viewed as an ongoing process of managing knowledge, effort, evolution, and freedom to move forward toward a daring and changing desired state for oneself. According to Ali and Mehreen (2018), the idea of career development entails using pre-planned directions to promote learning. The employer and the employee both profit from this procedure. It has been observed that companies that refuse to make accommodations for their employees eventually lose their best workers. Career development is understood to play a role of trying to match the worker's aspirations with the organization's challenges that could yield organizational effectiveness (Savickas, 2013). The development of a worker's career is a sort of obligation that is imperative for a shape of social order. Presently, workers are more conscious about their proficient and personal growth. A career is something far of a job. Employees are much more concerned about their career, personal development and transformation throughout their work life.

Through the use of inventive work behaviour as a mediating variable, Ali and Muhammad (2017) investigated flexible human resource management and company innovativeness. 123 respondents from Russian higher education institutions were chosen for the study using an easy-to-use sampling method and an exploratory research design. The approach of factor analysis was applied in data analysis. The research's

conclusions revealed that job mastery abilities are regarded as being essential for carrying out one's duties successfully. Furthermore, according to Eenink (2012), one of the most economical methods to keep employees, boost productivity, encourage succession planning, transfer information, improve employee relations, and develop internal capabilities is to offer employees opportunities for positive career development. World-class businesses, according to De La Lastra et al. (2014), recognize the importance of keeping their best employees. However, the price of keeping elite staff can add tens of thousands of dollars to business expenses.

Today's workers, according to Chen and Li (2015), expect to have meaningful careers and career objectives in addition to jobs and responsibilities in their day-to-day employment. Employees feel considerably more engaged and supported by the company when they have access to career development methods, resources, and tools. Employees who take charge of their own growth are also much more likely to consistently be motivated and at their best in terms of productivity. While it is true that the study used a phenomenological paradigm and a qualitative method to data analysis, it is nonetheless notable. Furthermore, because of the 61-person sample size that was used and chosen using the judgmental sampling technique, the research findings were inconsistent and could not be applied generally.

Accordingly, a study by Kohli (2013) examined how human resource management affects innovation in New Zealand's small manufacturing businesses. 356 respondents, all of whom were factory managers, were chosen for the study using a stratified sample technique and an exploratory research design. A well-prepared talent pipeline that can be employed at any moment is the foundation of any successful succession planning process, according to liner regression analysis, which was used to obtain the results.

Your top talent has the option to apply for important roles that may be open thanks to an employee-driven career development effort. The most qualified people will fill those crucial responsibilities if these opportunities are made known to and accessible to all eligible personnel. In contrast, this study will acknowledge the gaps in the literature by attempting to determine how National Police Service performance is influenced by long-term HRM capabilities.

Ogutu, Sagwa, and K'Obonyo (2015) found that as positions become more demanding and the demands of leadership get more complicated, skill and competency gaps, particularly within important high-level roles, are becoming more and more widespread. One of the best methods to address these gaps from within the organization is by developing a culture and procedure that promote internal mobility. An internal mobility framework makes it possible for talented employees to discover the jobs that are best for them and for the company to fill these positions without incurring the high expenditures of recruiting, training, and onboarding outside personnel. But it's evident that the study didn't investigate the study's variables using an integrated framework; instead, it sought to investigate the direct connections between the variables. It was also emphasized that the assessment was restricted to listed companies on the Kenyan Stock Exchange Market, which employed various measures of measurement, and that it was therefore not possible to draw any conclusions about all companies.

According to Cemal et al. (2016), businesses that attract the top talent to help them build their strategies and reach their objectives will have the most long-lasting success. An effective career development plan establishes your company as one that genuinely values its workers, assisting you in attracting the top candidates for the positions you require. However, it should be emphasized that the study used other criteria to examine

the relationship between strategic human resource management approaches and innovation performance.

2.4.2 Perceived Influence of Work-life Balance on Organizational Performance

Work-life balance is a perceived to be a crucial phenomenon that both private and public sector businesses find to be of great concern. The idea goes beyond prioritizing one's own personal life and that of others. Additionally, it has an impact on an individual's psychological, emotional, socioeconomic health. These factors frequently manifest in a person's output, which over time affects how well they do at work (Obiageli et al., 2015). According to Helmle et al. (2014), researchers and practitioners are currently interested in how to draw the line between work and life. This interest has been attributed to a number of variables, including an increase in working hours, changes in the labor market's demographic composition, and changes in the volume and speed of work. When there is work-life balance, an employee can live a happy, healthy, and successful life. The idea has in fact become a top priority for workers who want to live well (Breitenecker & Shah, 2018). The idea has been articulated by a number of people, and according to the majority of them, it includes the range of formal tasks that an employee must complete when carrying out a specific job.

In light of this, life includes a variety of non-work activities, such as doing errands around the house and taking care of children. In their study, Semlali and Hassi (2016) state that harmony between work and life is necessary for achieving balance in this area. In recent years, people have become more aware of work-life balance as a crucial issue for businesses and their employees. It has been proven to considerably boost employee productivity, which in turn has a beneficial impact on organizational success (Guthrie, 2012). While ensuring that costs and attrition are controlled and productivity is

increased, an effective work-life balance policy adopted by the firm allows employees to engage with the community (Helmle et al., 2014). The necessity for a worker to strike a balance between the time allotted for work and other responsibilities in their life is also defined as work-life balance. Struggles at work and in the home can be mostly blamed for issues with workers' stress and other illnesses like depression. Work-life balance affects employee attitudes, wellbeing, and behavior as well as the efficiency of the organization.

Practices for balancing work and life emerged as a result the tension between work and life experienced by employees. Work-life conflict refers to a cross conflict that occurs when a person's job duties collide with those in another area, such parental responsibilities. The notion of work-life conflict is aware that most people have a variety of responsibilities at both work and home. Procedures that support work-life balance help to reduce the extent of friction between personal life and work and also focus on its causes (Mohd et al., 2018). Work-life balance issues can be attributed to a number of factors, including overworked employees and demanding jobs. According to Asiedu-Appiah et al (2015) review of the work-life balance literature, its initiatives can be roughly categorized into four main groups. These are: dependent care assistance, leave arrangements (parental, annual), general services, and flexible working schedules (home working, compressed hours) (Employment assistant programs). Worker effectiveness is a goal of work-life balance strategies (Also called in literature family-friendly, work-family policies or family-responsive policies).

The term "work-life balance" has recently taken the place of the well-known concept of "work-family balance". Dhas and Karthikeyan (2015) contend that work should be balanced with other responsibilities such as learning, traveling, volunteering,

participating in sports, growing personally, taking care of elderly relatives, or simply having fun. Work-life balance can be broadly defined as the "fit" between one's various roles in their personal lives or their level of commitment. The opposite is also true, according to Rahaman and Tul-Jannat (2015) who claim that in order to maintain a general sense of harmony in life, work-life balance is frequently equated with finding a balance between how much effort and time an individual devotes to their professional and personal pursuits. Understanding the multiple demands on us and how we might use our personal resources, like our energy and time, to meet them, is crucial to understanding work-life balance.

Bell Rajendran and Theiler (2012) study also provided strong support for the work-life balance idea by showing that workers who have influence over their workplace are more likely to have stress-related illness less frequently. Corporations can employ a range of activities to promote work-life balance that might aid employees in striking an improved balance between their obligations to their families and their professional obligations, as well as benefit the firm and enhance employee wellbeing. Job sharing, flexible working hours, part-time employment, parental leave, telecommuting, condensed workweeks, and on-site child care facilities are just a few examples of family-friendly practices.

According to Obiageli, Uzochukwu, and Ngozi (2015), bank managers may give their staff members an excessive amount of work in order to fulfill their goals due to competition for market leadership within the banking industry. Employees put in extra time and effort at work in an effort to keep the company, which could be detrimental to their personal lives. All of these things may have an impact on how children are raised, create unhappy homes, break up families, and have a negative social life. The phrase

"work-life balance" is frequently used as an additional, all-encompassing term to describe regulations that were originally known as "family-friendly" but are now applied to situations outside of the home. The idea also refers to flexible work schedules that enable both parents and non-parents to adopt schedules that provide a balance between personal and professional obligations.

Gachunga and Mumanthi (2014) found that, in addition to educating employees to increase organizational effectiveness, work-life balance is a crucial factor that fosters the productivity of the business. The survey made clear that the majority of workers, and notably police officers, were experiencing stress-related illnesses at work because there were no flexible work schedules in place to address other societal issues including leisure and family concerns. It should be highlighted, however, that the study was limited to a single variable and omitted to assess the impact of sustainable HRM on the performance of the National Police Service.

Work-life balance has been identified by Ogutu, Sagwa, and K'Obonyo (2015) as a crucial element of organizational productivity in any competitive firm. Employee turnover in organizations with strict work schedules can be caused by health-related problems, such as depression, which, if improperly managed, might lead staff to act suicidally. Additionally, it was observed that staff members who engaged in self-management, such as getting enough sleep and eating a healthy diet, may have an impact on organizational performance. Businesses are likely to maximize earnings and vice versa if there are few conflicts between work and personal life. However, it was found that the parameters chosen for this study were different from those used to assess the success of companies listed on the stock exchange market.

Time management, according to Yanqing et al. (2017), is another element that reduces conflicts between personal life and work in any firm that is fiercely competitive. Employees who are given specific tasks without time limits may face work-life conflicts as a result of incomplete duties at the appropriate times. If there isn't a clear structure or plan for achieving the stated goals, poor time management by employees may be a source of friction in any firm. Yanqing et al. (2017) note that employees may choose to resign due to pressure from either level of management, however, if they are unable to complete their goals on schedule. It should be stressed, nonetheless, that Yanqing et al. (2017) employed a case study approach to compile data, with questionnaires and interviewing guides as data collection instruments. As opposed to other studies, this one will make an effort to employ a cross-sectional research design that will help unearth new information the discovery of new information and rely solely on questionnaires for gathering data to guarantee the validity of the findings.

According to Karlsson's (2013) hypothesis, under pressure jobs may make people less likely to get enough sleep. Employees may experience a drop in daily productivity in a setting that is characterized by noise, dust, movement, or excessive computer focus. Handling stress at work effectively requires employees to secure a break from monotonous tasks and engage in other social activities to revive thoughts and enhance intellectual capacity. The need for employees with vital skills and training to address the new challenges related to the actualization of the emerging technologies is seen as a constant change in the business world. These challenges can trigger stress if not properly managed; therefore, it important that employees have these resources at their disposal. However, it should be understood that the 43 respondents utilized in the study were an insufficient sample size for generalizing the results, and the study did not explore the impact of sustainable HRM capabilities on NPS's performance.

According to a survey carried out by Collier (2013), the majority of company-based workers in the U.S reported having stress-related problems at work as a result of work imbalances, which led to a drop in business performance. Although some employees can hardly attain the much-needed balance between work and other social obligations, it was determined that when employees were stress-free, the firm performed more effectively overall. Organizational performance can be impacted by less work-life conflict in terms of improved relationships, higher productivity, lower operating costs, and lower employee turnover (Abstein, Heidenreich, & Spieth, 2014).

According to Kumari and Pradhan (2014), due to system inertia, employees are forced to gain skills that would allow them to use technology to improve organizational service delivery as opposed to being dominated by it. This is because the pace of technological change in the workplace is accelerating. Although there are conflicting results about the relationship between leisure and organizational productivity, it is generally believed that an individual's amount of leisure is determined by their level of income. Employees with high incomes are thought to overspend on recreation, which leads to drug usage and poor organizational performance.

On the other hand, it was made clear that workers participation in leisure activities is unrelated to performance of the organization because, in some cases, too much leisure can result in financial mismanagement, making it difficult for employees to meet their basic needs. As a result, they may become absent a lot or even resign because they feel unmotivated to perform their regular duties. This study, however, will be limited to Kenya, which has a distinct geographic and cultural context.

Even while scholars are becoming more conscious of the association between work-life balance and performance of firms, research on this topic is still insufficient. A

significant percentage of a worker's time is spent at work. However, prior research on work-life balance had a private sector bias. As a result, according to this study, there is a crucial research vacuum in the area of work-life balance issues brought on by a lack of attention given to employee well-being in the areas of stress, leisure, and time management. Meanwhile, an employee's negative behavior may be a result of increased work stress.

According to Pugh and Nathwani (2017), rising stress (mental health), a lack of downtime, and inefficient time management are all becoming more common in the workplace. As a result, these factors are impacting the efficacy and development of the organization. The company has a duty to play a crucial part in achieving and maintaining a workforce that is well-trained, healthy, and capable over an extended period of time. In addition, businesses must create a favorable climate to ensure employees' personal development and wellbeing (Di Fabio, 2017). Employees are expected to put in a lot of effort, and in the long run, they frequently have to put in extra hours in order to fulfill their financial commitments, which cause a conflict between family life and work.

According to a study by Soomro, Breitenecker, and Shah (2018), the researchers found that long working increase stress, which can adversely affect employees' job performance, productivity, and company profits. They also found that long workdays are associated with poorer mental health, a lack of leisure time, and ineffective time management. This suggests the existence of a gap, and this study aims to fill gaps in earlier studies, notably in terms of staffs work-life balance to boost creativity and innovation in terms of their performance (of the employees).

2.4.3 Perceived Influence of Working Environment on Organizational Performance

The term "working environment" refers to the actual site where employees are tasked with carrying out their jobs and obligations. Additionally, it is believed to be a significant element affecting workers' satisfaction and loyalty to a company. The temperature or atmosphere of specific agencies where an organization's workforces do their tasks or work is related to the work environment (Danish, Ramzan, & Ahmad, 2013). Undoubtedly, organizations in both the private and public sectors that promote a secure workplace are more likely to recruit top talent since their demands will likely be met. For organizations to be successful, the design of their workplaces must enable them to increase the degree of commitment and motivation among their staff, which will ultimately produce positive results (Hanaysha, 2016).

A good working environment, for example, would have all the elements that pertain to a particular job, such as a pleasant workspace, the necessary tools for the job, the absence of noise, and safety. In contrast to those who feel uncomfortable, employees who are happy with their workplace are likely to perform well and adore their work. This was demonstrated by Khuong and Le Vu (2014). To guarantee that the needs of their employees are addressed, managers should try to enhance the conditions at work. The evaluation of the workplace can be done in light of a number of factors, as shown by earlier literature. According to Badawy (2015), the work environment should take into account things like innovation, team cohesiveness, supervisor support, management control, involvement, autonomy, work pressure, physical comfort, task orientation and clarity.

Similar to this, in a study conducted Aneela (2012), a meta-analysis review and found that numerous aspects had been successfully used to illustrate the workplace in literature. The components comprised organizational climate, psychological climate, working environment, and organizational culture. Hanaysha (2016) also identified a number of factors that can be used to evaluate a workplace's environment, including job autonomy, job challenge, leader work facilitation, workgroup esprit, fairness, work group cooperation, equity of the reward system, role ambiguity and leader consideration and support. Therefore, the work environment can be assessed in relation to any factor that affects how a worker behaves within their entity. Further, Ombudsman (2016) acknowledges that provision of comfortable housing facilities is one of the factors that motivate public servants to perform effectively. According to a poll by Human Rights Watch (2017), organizational performance is significantly influenced by the working environment to a greater extent. Poor working conditions attributed to lack of spacious officers, computers, communication and good employee relation can significantly contribute to deteriorating organizational performance.

Pukienė and Škudienė (2016) opine that organizations that provide reasonable house allowance to workers not only improve employee morale to perform but also lead to enhanced service delivery to customers based on timely response to queries raised. Chang et al. (2013) revealed that decent office environment can significantly contribute to organizational performance regardless of the monetary rewards attached to the position. The survey also noted that in addition to the financial benefits associated with the position, the working environment to a greater level was one of the aspects that encouraged employee morale to perform. Employees provided with well-equipped offices and support services like internet access are more likely to perform successfully. Even though some organizations such as public institutions find it difficult to provide

workers with well-equipped offices, to some extent productivity may be improved if infrastructural facilities are improved. Nevertheless, it is observed that private companies to a larger extent have capitalized on investing in infrastructural facilities including technology and spacious office environment as a way of enhancing productivity.

A working environment with friendly workers and open communication can stimulate employee self-esteem and social interaction thus improved performance. Even though social communication can lead to industrial issues due to formation of informal groups, to a larger extent, open communication can facilitate innovative ideas and knowledge transfer among worker. Similarly, employees can express their views freely without feeling intimidated by the top-level management. An environment that promotes employee interaction can promote team spirit among workers thus change implementation with minimal difficult. In extension, Wanjiku (2016); Okibo and Agili (2015) revealed that working environment with social amenities such as hospitals, schools and entertainment facilities not only enhance employee motivation to perform but also provides extended service children who are the immediate beneficiaries of the worker in any context. Subsidized school fees, medical covers and food can serve and motivator among workers. Organizations with hostile working environment to a larger extent may realize dysfunctional conflicts which tend to be unproductive to organizational growth. In contrast, this study will analyze the impact of sustainable HRM capabilities on the performance of the National Police Service, a move intended to fill in the existing research gaps.

2.5 Theoretical Review

2.5.1 Resource Based Theory

This theory views the organization as a part of a collection of capabilities (Wernerfelt, 1984). Implementing sustainable human resource management abilities is one of the abilities that enables a business to maximize on its core competency and realize its full potential. Organizational performance varies because various businesses within a given industry have various resources and capabilities (Hoopes et al., 2003). According to Barney, resources are regarded as inputs into a company's manufacturing process (2001). These consist of resources such as cash, equipment, capital, goodwill, and HRM procedures. Both tangible and intangible resources are available. A company's resource base typically expands as it strives to boost efficiency and organizational performance. The organization's resource-based theory, which emphasizes the value of internal resources as the key to gaining a sustainable competitive advantage, serves as the foundation for the best practices approach (Youndt et al., 1996). According to Resource-based theory, a company can gain from HR procedures that are unusual, valuable, unique, and necessary.

According to David and Cynthia (1995), the integration and synergy of competing resources can sometimes give a company a competitive advantage even though individual resources may not always do so. Because of this, Delery and Doty (1996) assert that some HR practices are always better than others and that all organizations should adopt these practices to perform better than their competitors. Researchers have referred to these best practices under a variety of names, such as high-involvement practices, high-commitment practices, and high-performance work systems. This is justified by the belief that implementing particular HRM policies will give organizations a competitive advantage and boost performance (Kochan and Dyer, 1993;

Brewster, 1999; Brewster et al., 2008). The theory contends that the ideal set of so-called "best practices," regardless of the circumstance or industry, will consistently result in superior organizational performance. How the internal or horizontal fit (the accumulation or complementarities of practices) will improve organizational performance is the strategy's main point of emphasis (Huselid 1995; Pfeffer 1998). The best practices approach, according to Pfeffer (1998), is founded on the notion that organizations should make significant investments in their people because they are prized assets and the main source of competitive advantage.

Pfeffer goes on to list the following best practices as consistently producing better performance: employment security, selective hiring, self-managing work teams, high compensation based on performance, extensive training, minimizing status differences, and information sharing. No matter how much attention is paid to this particular strategy, there are a number of methodological and theoretical flaws. Taking measurement and methodological issues into account, researchers disagree on how to recognize an HR system as an integrated and synergistic HR practice that blends better in producing higher business performance (Delery, 1998). Due to their exceptional outcomes, only profitable and high-performing businesses would consider themselves to be using the best practices methodology. The choice of performance indicators, which is frequently restricted to financial factors with few studies taking the more comprehensive issue of employee commitment, satisfaction, and well-being into account, is another problem. Additionally, problems with research methodology, such as how to gather data, how to analyze it, and how to present the results, continue to be a challenge for researchers (Redman & Wilkinson, 2005). Another issue is that some academics and professionals find it difficult to understand the incredibly complex statistical techniques used in some studies (Gerhart et al., 2006). The

"operationalization" of the variables is one of the biggest challenges facing researchers because different researchers may use different definitions for HR practices.

2.5.2 Attribution Theory

Helder (1958) uses the attribution theory to demonstrate how perceptions are created. The theory looks at how people interpret things and how that interpretation affects their way of thinking and acting. According to the theory, attribution occurs in three stages: behavior is first observed, then it is determined that it was deliberate, and finally it is attributed to internal and external forces. In his contribution to the Attribution theory, Weiner (19740), offers the locus of control, stability, and control as three causal dimensions to people's attribution. Depending on the locus of control, one can tell whether an individual's perception and subsequent behavior are internal or externally influenced. He also draws comparisons between what can be said to affect an organization's performance, namely, skill and effort on the one hand, and task difficulty and luck on the other. Despite the steps taken to test the attribution hypothesis, judgments are often formed in straightforward ways. These detours include the concept of selective perception, which holds that an individual's perspective on a situation is influenced by their interests, backgrounds, and attitudes. Stereotyping, where a person's judgment is influenced by the perception that a particular group of people has been generalized, offers another simple solution.

2.5.3 Contingency Theory

According to the contingency theory, HRM must be in harmony with other organizational components as well as the external environment in order to be effective. While the universalistic theory predicts a direct correlation between HRM and organizational performance, the contingency theory predicts interactions rather than

straightforward linear relationships (Schuler and Jackson, 1999). The effectiveness of HR practices depends on the context in which they are used, so a one-size-fits-all strategy is inappropriate, claims contingency theory. Additionally, the theory contends that high performance requires that HRM practices and other organizational components fit together. So, depending on the stage an organization is in during each phase of its lifecycle, HR practices may change. Therefore, organizations may alter their business strategies and incorporate HR practices into such methods to achieve successful results. HRM procedures may be used, depending on the organizational corporate and business strategy (Schuler and Jackson, 1999). As a result, in the contingency approach, business strategy must come before HR practices if we are to improve business performance.

On the other hand, HRM's emergency decisions have typically been analyzed in light of both internal and external fit. External fit, also known as vertical alignment, calls for the organization's HRM practices to be in line with its overall organizational strategy or the challenges it faces in its environment. Performance issues will eventually result from failing to achieve this context-HR practice fit. The primary focus of HRM has been on "best fit" or "matching models," whereby HRM procedures must be in line with a company's organizational strategy (e.g., cost, quality, innovation). To match HRM to the stage of growth in the organizational lifecycle, however, is another way to conceptualize external fit (e.g. start-up, growth, maturity). Furthermore, and also supporting the logic of contingency theory, it is critical that HRM practices exhibit internal fit (also known as horizontal alignment) in order to cooperate and deliver the same desired outcome.

However, some people don't agree with the contingency strategy. There are numerous measurement and methodological problems with this approach (Redman and Wilkinson, 2005). For instance, the issue with multiple contingencies may make the measurement more difficult. In a highly dynamic and complex environment with a variety of unavoidable contingencies, HR procedures may be continuously modified. Over time, businesses find it difficult to treat employees consistently; instead, they change their methods in response to external pressures.

2.6 Summary of Literature Review and Research Gaps

The foregoing literature review for example by (Ali & Muhammad, 2017); (Chen & Li, 2015); (Kohli, 2013); (Ogutu, Sagwa & K'Obonyo, 2015); (Gachunga & Mumanthi, 2014); (Karlsson, 2013) and (Breitenecker, 2018) gave a general perspective that sustainable human resource management capabilities influence performance and further indicated that sustainable HRM capabilities that relate to career development, work-life balance and working environment are key in giving an organization a competitive advantage hence influencing performance. Accordingly, the comprehensive approach of HRM constructs, revealed that organizations haven't given much thought to adopting long-term HRM capabilities that can affect an organization's performance. Further, variables of the current study were examined in a partial way and in isolation thus creating conceptual gaps to be addressed by adopting an expanding framework of variables to uncover the research gaps in these areas. Conversely, empirical studies revealed absence of a framework to examine variables of this study in a combined manner thus the need for this study to bridge the knowledge gaps.

Overall, the sample characteristics of the research literature reviewed showed that many of the studies were conducted in foreign countries, in industries and in the private

sector. Indeed, there was scarcity of research literature on the above variables in the local context. Thus, it was important to conduct such a study especially in a public sector and in the National Police Service which is a different context. By so doing, the researcher hoped that it will yield the much needed and valuable research literature for cross-cultural comparison purposes.

2.7 Conceptual Framework

The researcher created the subsequent conceptual framework, depicted in Figure 2.1, in response to the earlier description of the issue this study sought to address and the theoretical underpinnings of the study. This framework assisted in the researcher's conception of the relationships between the independent and dependent variables. As a subset of three independent variables (career development, work-life balance, and working environment), sustainable HRM capabilities are conceptualized, with the performance of the National Police Service, Kenya serving as the dependent variable.

In addition, career development, work-life balance and working environment are perceived independent variables that amount to resources/capabilities in light of the Resource based, contingency and attribution theories. It then follows that career development indicators like talent retention, knowledge transfer, and succession planning are factors that would be perceived to improve the performance of the National Police Service in Kenya in terms of public confidence, service efficiency and effectiveness, openness, and accountability. Conversely, stress management, leisure, and time management were additional work-life balance indicators that were understood to influence performance. Equally, housing facilities, office facilities, and managerial support were work environment indicators that were perceived to influence performance. Hence, the perceived relationship between sustainable human resource

management capabilities and performance of the National Police Service would be positive. All the below possible relationships were statistically tested.

Independent Variables   **Dependent Variable**

Sustainable HRM Capabilities

Career Development
- Talent retention
- Knowledge Transfer
- Succession plans

Performance of the National Police Service
- Public confidence
- Service efficiency
- Service effectiveness
- Openness
- Accountability

Work-Life Balance
- Stress management
- Leisure management
- Time management

Work Environment
- Housing facilities
- Office facilities
- Management support

Figure 2.1: Conceptual Framework (Researcher, 2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the research design that was used for the study, as well as the

target population, the sample design, data collection instrument used to collect data,

pilot testing which discusses how validity and reliability of instrument will be tested.

Further, data analysis technique is discussed by illustrating the regression model that

be used and research ethics section which describes key aspects the researcher will

observe during data collection.

3.2 Research Design

The study employed a descriptive cross-sectional research design, which provided a

detailed description of people's attitudes and interpretations through observation

(Creswell, 2009). In addition, the design, accurately portrays the characters, events, and

circumstances. According to Orodho (2008), a descriptive survey is appropriate for

gathering data on social issues, customs, and opinions.

A survey allowed for the quick and affordable collection of data from the population.

Because data can be easily analyzed using descriptive and inferential statistics methods,

surveys allow one to gather quantitative data and make comparisons. The subjectivity

and complexity that perception brings, as well as the way that people's perceptions are

shaped by their expectations, made the design suitable for this study (Ngahu, 2009).

3.3 Target Population

Fisher (2010) defines the target population as the universe from which the sample is

drawn. The uniformed employees of the National Police Service were the study's target

population. The population of NPS's workforce is comprised approximately 101,262

uniformed police officers who serve in various capacities distributed across all the 47 Counties. The list of this study's respondents was obtained from the National Police Service headquarters in Nairobi's human resource records. The National Police Service officers served as the unit of observation, while the National Police Service served as the unit of analysis. The target population comprised of four strata representing the four major categories of police officers. Officers of the National Police Service were considered appropriate respondents due to their proven knowledge and experience on the human resource capabilities embraced by the National Police Service to improve service delivery.

Table 3.1: Summary of Target Population

Respondent Category	Population Size	Percentage (%)
Gazetted Officers	1,721	1.7
Members of Inspectorate	6,886	6.8
Non-commissioned officers	20,759	20.5
Other Ranks	71,896	71
Total	**101,262**	**100**

Source: (National Police Service, 2019)

3.4 Sampling Design

The number of things from the entire universe that must be selected in order to establish a sample, according to Fisher (2010), is the definition of sample size. As earlier mentioned, only uniformed employees of the National Police Service were considered for this study. The sampling unit consisted of police officers in strata according to their statuses which included: gazetted officers, members of inspectorate, non-commissioned police officers and police constables.

In sampling the police officers, stratified random sampling technique based on the police officer's statuses was used to select respondents from the existing human resource records in the first place. The method was chosen because it accurately

represents the target population because every member of the population had a chance of being chosen. This was followed by simple random sampling that was conducted in each stratum. For the purpose of selecting sex differences, stratified sampling was also carried out, and each stratum was then subjected to simple random sampling.

In acquiring the sample size that would intensify population validity for this study, the researcher heed to the guidelines given by Kombo and Tromp (2006). Note that in view of these guidelines, the researcher reflected upon the fact that it was critical to reduce the sampling error in this study by arriving at a relatively larger sample of police officers from the accessible population, hence target population. Such a big sample would also boost external validity of the study findings.

Israel (2009) developed a formula that took the form of $n = N/ 1+N (\alpha)^2$, where n stood for the sample size, N= for the population size, and for the level of confidence. This formula was used to estimate the sample size of 398 respondents (0.05). In Table 3.1 below, it is calculated and shown that 398 respondents made up the sample size (n) when 100,000 was used as the number N in the formula.

$$n = \frac{N}{1 + N(\propto)^2}$$

$$n = \frac{101{,}262}{1 + 101{,}262(0.05)^2}$$

$$n = 398\ respondents$$

Table 3. 2: Summary of Sample Size Distribution

Respondent Category	Population Size	Sample Size
Gazetted Officers	1,721	7
Members of Inspectorate	6,886	27
Non-Commissioned Officers	20,759	82
Police Constables	71,896	282
Total	**101,262**	**398**

Source: (National Police Service, 2019)

3.5 Data Collection

Data collection entailed the systematic gathering of data relevant to the research problem. The study relied solely on primary data which refers to data that is fresh and has not yet been published. In other words, it is recent information that is gathered from the field. Based on the objectives of the study, a research tool was designed by the researcher (a structured questionnaire) with four subscales to assess the National Police Service's performance in the areas of work environment, work-life balance, and career development. Because they provide an opportunity for systematic data gathering and analysis for strategic decision making, questionnaires were chosen as the primary research tools for data collecting in the study. Questionnaires are useful since they offer the possibility of confidentiality, which inspires responders, especially in complex matters, to be candid (Fisher, 2010).

Additionally, when respondents are given questionnaires to complete and return later, they'll guarantee a high rate of response, making them the greatest choice. The questionnaire was formatted and comprised of two closed-ended parts, A and B. The questions in Part A allowed the researcher to learn more about the respondents' backgrounds in relation to the organization. The National Police Service of Kenya's performance was influenced, in part B, by factors related to participants' perceptions of

the influence of sustainable human resource management capabilities. It was assumed that each survey response represented the entire organization.

Different scales can be used to assess perception. Measuring an object entail assigning a number to it that reflects the extent to which it possesses a specific characteristic. The study employed the rating method, and the most popular scale for gauging perception was the five-point Likert scale developed by Rensis Likert in 1932. In this, a respondent was asked to indicate how they agreed or disagreed with the factors listed by selecting from the following options: strongly agree, agree, agree, neutral, disagree, and strongly disagree. The researcher self-administered the questionnaires to respondents by use of drop and pick later approach. To guarantee that the responders gave the requested information, follow-up phone calls were placed. By doing this, it was made sure that the data was accurate, trustworthy, and appropriate for the study.

Career development items were adapted from questionnaire items used in studies by McCracken, Currie and Harrison (2016), Kiiza and Picho (2015), Hong et al. (2012), Tarique and Schuler (2010). The career development scale had 13 items that were scored on a five-point Likert scale of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Scoring of the sub-tests was also executed by adding up all the points from each item. Reverse grading on negative statements was also valid. Relatively high score (5) indicated officers who strongly believed the item was embraced, while low scores (1) depicted offices who strongly believed the item was not embraced.

The second sub-test consisted of 12 items which measured work-life balance. These items were adapted from questionnaire items used in studies by Asiedu-Appiah, Dufie-Marfo and Frempong (2016), Anwar, Hansu and Janjua (2013) and Land and Taylor

(2010). The 12 items were graded on a five-point Likert scale using the following categories: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Scoring of the sub-tests was also executed by adding up all the points from each item. Reverse grading on negative statements was also valid. Relatively high score (5) indicated officers who strongly believed the item was embraced, while low scores (1) depicted offices who strongly believed the item was not embraced.

The third sub-test consisted of 9 items which measured work environment. These items were adapted from questionnaire items used in studies by Shah, Zaidi, Ahmed and Rehman (2016), Hayes, Douglas and Bonner (2015) and Parveen et. al (2012). The 9 questions were graded using a Likert scale with five possible responses: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Scoring of the sub-tests was also executed by adding up all the points from each item. Reverse grading on negative statements was also valid. Relatively high score (5) indicated officers who strongly believed the item was accepted, while low scores (1) depicted offices who strongly believed the item was not embraced.

The final sub-test consisted of 9 items which measured organizational performance. These items were adapted from questionnaire items used in studies by Jia, Chen, Mei and Wu (2018), Christensen and Lægreid (2015), Bartuseviciene and Sakalyte (2013) and Caldwell and Karri (2005). The 9 items were rated on a Likert scale with five possible responses: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Scoring of the sub-tests was also executed by adding up all the points from each item. Reverse grading on negative statements was also valid. Relatively high score (5) indicated officers who strongly believed the item was embraced, while low scores (1) depicted offices who strongly believed the item was not accepted

3.6 Pilot Testing

A pilot study refers to a research effort done on a small scale to aid the researcher comprehend the research problem and how to navigate the research process without incurring the costs and labor of a complete study (Fisher, 2010). For the pilot study, 10% of the entire sample size was used (Orodho, 2004). The study's sample size had been determined to be 398 police officers. 10% of this sample size resulted in 40 police officers. The pilot study collected data from 40 police officers in Buruburu Sub-County. The researcher visited the sub-county police headquarters, built rapport, and was eventually granted permission to conduct the pilot study. For the pilot study, 20 male and 20 female police officers were chosen based on their status using stratified and simple random sampling techniques, respectively.

With the assistance of the sub-county commander, police officers were split into two groups according to their differences in sex through a straightforward random sampling procedure. After receiving pieces of paper with their service numbers written on them, they folded the papers and gave them back to the researcher. The researcher divided the papers into their appropriate groups before selecting up to 20 papers at random from each group. He announced the service numbers of those who had been chosen to remain in order to complete the pilot study.

The researcher then clarified the reason for the research to these police officers and handed out questionnaires for them to complete. As he supervised the exercise, he encouraged the participants to point out areas that were not clear and concise. After about 25 minutes, the researchers retrieved the questionnaires and commended the respondents and sub-county head for taking part in the pilot study. These questionnaires were then subjected to qualitative and statistical analysis to determine the validity and

reliability of these research tools.

3.7 Reliability and Validity of the Research Constructs

The study used confirmatory factor analysis and structural equation modeling (SEM) to assess the data's goodness of fit and variables' unidimensionality in terms of construct validity and reliability. Convergent validity, according to Fornell and Larcker (1981) and Hair et al. (2010), is evaluated using three key metrics. These are the average extracted variances (AVE), factor loadings for each construct, and construct reliabilities. Contrarily, discriminant validity was tested by comparing the constructs' correlations to the square roots of their respective AVE values (Fornell and Larker, 1981).

3.7.1 Validity of the Research Constructs

The accuracy of the research findings or the validity of the constructs' ability to accurately measure the variables they were designed to measure (Bryman & Bell, 2007). The terms "content validity" and "construct validity" refer to two methods that are frequently used to describe validity tests and are used in social science research to gauge how well-made a research instrument is.

3.7.1.1 Content Validity

Face validity, or content validity, is a qualitative assessment of the relationship between items and their constructs. To evaluate content validity, specialists, experts, and pre-tests with numerous sub-populations are used (Hair et al., 2010). Contrarily, construct validity is a quantitative evaluation that is more easily performed using a variety of statistical methods, such as confirmatory factor analysis, as described in the following section. The first step in determining the relationship between the variables or constructs and their measuring items should be content validity. Regardless of what the

statistical analysis shows, according to Graver and Mentzer (1999), a scale of measurement cannot have construct validity if it does not undergo the process of content validity. In this study, the researcher used a rigorous analysis process to extract the research instrument's items and questions from the HRM literature and the process of the questionnaire development. To ensure the logical flow of the items and their correspondence to the constructs they measure on the topic, university supervisors and human resource specialists reviewed and evaluated each item that was extracted.

3.7.1.2 Constructs Validity

Convergent and discriminant validities were both been tested in this study. Convergent validities are established when the indicators underlying a particular construct are highly correlated or share a high common variance, whereas discriminant validities are established when two variables are predicated to be uncorrelated (Sekaran, 2003). According to Hair *et al*. (2010), factor loadings, average variance extracted (AVE), and construct reliability are the three main indicators for assessing convergent validity in confirmatory factor analysis. All factor loadings should be at least .5, which is considered to be a key indicator for determining convergent validity. High loadings suggest convergence on a single point. The findings demonstrate a strong correlation between constructs and their factors, with all factor loadings of each construct indicator being significant and ranging from .55 to .98.

Conversely, AVE informs the researcher about the amount of variance explained by the construct in comparison to the variance caused by measurement error (Fornell and Larker, 1981). Accordingly, if a construct has an AVE of .50 or higher, it is considered to have convergent validity. As shown in Table 3.3 AVE was computed for each construct, with all values ranging from .50 to.80. As a result, AVE values are greater

than the.50 threshold, indicating adequate convergence of the research constructs.

Table 3.3 Average Variance Extracted

Construct	Perceived Career Development (13 items)	Perceived Work-life Balance (12 items)	Perceived Work Environment (9 items)
Average Variance Extracted (AVE	.68	.62	.55

Source: Author's analysis of data (2019)

Additionally, discriminant validity was tested to ensure that the indicators for the various constructs are distinct and aren't highly correlated in a way that suggests they might measure the same thing. Every construct should have unique indicators that set it apart from other constructs. According to Fornell and Larcker (1981), a researcher can establish discriminant validity if the square root of the average variance extracted for a specific construct is greater than the absolute value of the standardized correlation of this specific construct with any other construct. Table 3.4 displays the constructs' correlations in relation to their squared roots of the AVE values, with the values represented by the diagonal line. The squared roots of the AVE values are greater than any correlation value that is lower than the diagonal line, indicating a sufficient level of discriminant validity.

Table 3.4 Constructs' Correlations

Construct	Career Development	Work-life Balance	Work Environment
Career Development	.82		
Work-life Balance	.70**	.79	
Work Environment	.67**	.72**	.74

** Correlation is significant at the 0.01 level (2-tailed)
Diagonal elements are square roots of average variance extracted
Source: Author's analysis of data (2019)

3.7.2 Reliability Testing

Reliability refers to measurement consistency, which means that a scale or measurement tool should consistently reflect the construct being measured over time (Novikov & Novikov, 2013). The inter-item consistency of the current research instrument was assessed using the most widely used scale reliability metric, Cronbach's alpha coefficient, developed by Cronbach (1951). Nunnally (1967) contends that an alpha coefficient of .50 or higher is necessary to infer internal consistency, whereas Mertler and Vannatta (2010). and other researchers contend that an alpha coefficient of.70 or higher is acceptable Table 3.5's display of the reliability test results reveals that all scales met the reliability criterion, with Cronbach's alpha coefficients ranging from .78 to .84.

Table 3.5: Reliability Results

Variables	No. of Items	Cronbach Alpha	Remark
Career Development	13	.842	Reliable
Work-Life Balance	12	.794	Reliable
Working Environment	09	.778	Reliable
Performance of the National Police Service	09	.785	Reliable

Source: Author's analysis of data (2019)

The reliability coefficients of all study variables are greater than 0.7, as shown in Table 3.2, supporting Collis and Hussey (2014) advice that these variables be used in research.

3.8 Data Analysis and Presentation

Data analysis involves the processing of data to produce information that is meaningful and can then be compared to the research objectives. Following its collection through questionnaires, the data was edited, blank responses resolved, coded, and categorized in order to be ready for analysis. The data was then examined using the Statistical

Package for Social Sciences (SPSS) version 24 program to produce percentages, descriptive statistics, and a single sample t-test to evaluate the various factors and their potential to influence performance at a level of significance of 5% and a 95% level of confidence. Histograms and tables were then used to present the findings.

3.9 Research Ethics

Before collecting data, the researcher obtained permission from the Moi University, National Commission for Science, Technology, and Innovation (NACOSTI) and the National Police Service. Respondents were asked to provide informed consent prior to data collection. All information provided by respondents was kept strictly confidential. Without bias, respondents were polled for information. By citing the references, information obtained from published materials was appreciated. To avoid bias during and after data analysis, formal language was employed by the enumerators. Prior to collecting data, respondents were given a clear explanation of the study's goal in order to ensure openness.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND FINDINGS

4.1 Overview

This chapter presents the study's analysis of data, interpretation of findings and discussion thereof. The overall objective of the study was to establish the perceived influence of sustainable human resource capabilities on performance of National Police Service in Kenya. The results are presented as follows. The study targeted 398 National Police Service officers in National Police Service College, Kiganjo which were sampled out of which 322 police officers responded to the questionnaire representing 80.9% response rate. This response rate was considered high enough and representative (Guest, 2010). These levels were attained owing to the fact that the researcher was keen to detect incomplete questionnaires and appeal the concerned respondents to complete them.

Table 4.1 Response Rate

Target Population	398
Responses	322
Response Rate (%)	80.9

Source: Survey Data (2019)

4.2 Respondents Demographic

Percentages were utilized in this section to summarize and describe quantitative data related to the respondents' demographic traits. The demographic factors that were examined included the respondents' sex, level of education, and duration of employment. The information with regard to the analyses of the respondents' demographic data is presented in the following figures.

4.2.1 Respondents Gender
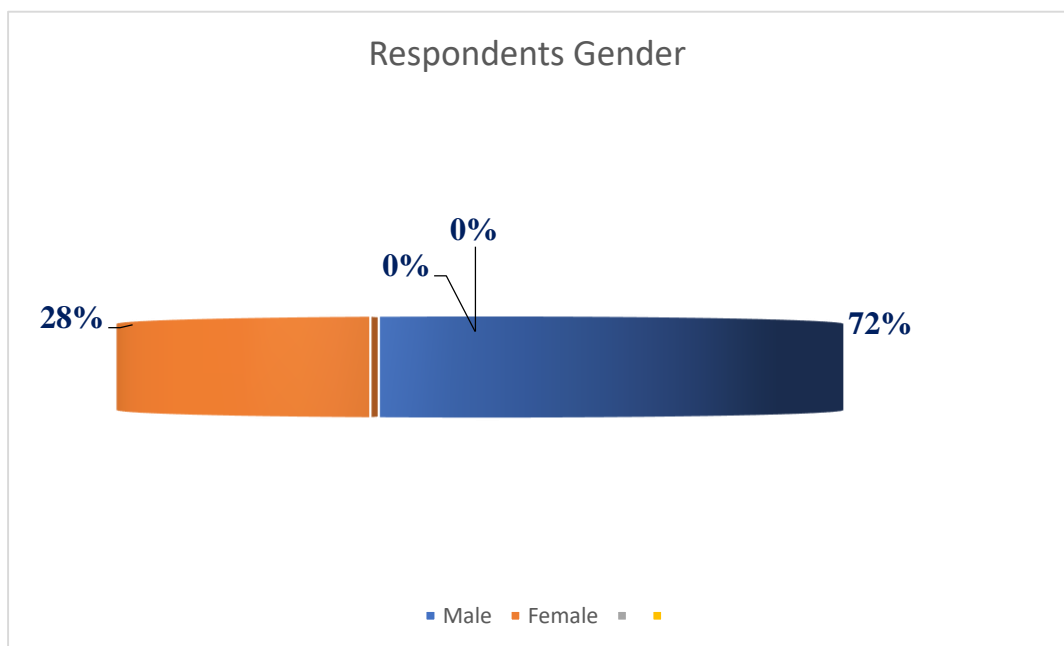
Figure 4.1: Gender of Respondents
Source: Survey data (2019)

Figure 4.1 shows the distribution of respondents according to the analysis' findings, which showed that 28% of respondents were women and 72% of respondents were men. This result suggests that, in contrast to their female counterparts (28%), the majority of National Police Service officers were men. Depending on how the work is done and the dedication needed to complete the assigned tasks, it was noticed that the most responders thought, the profession was best suited for men.

4.2.2 Respondents Level of Education
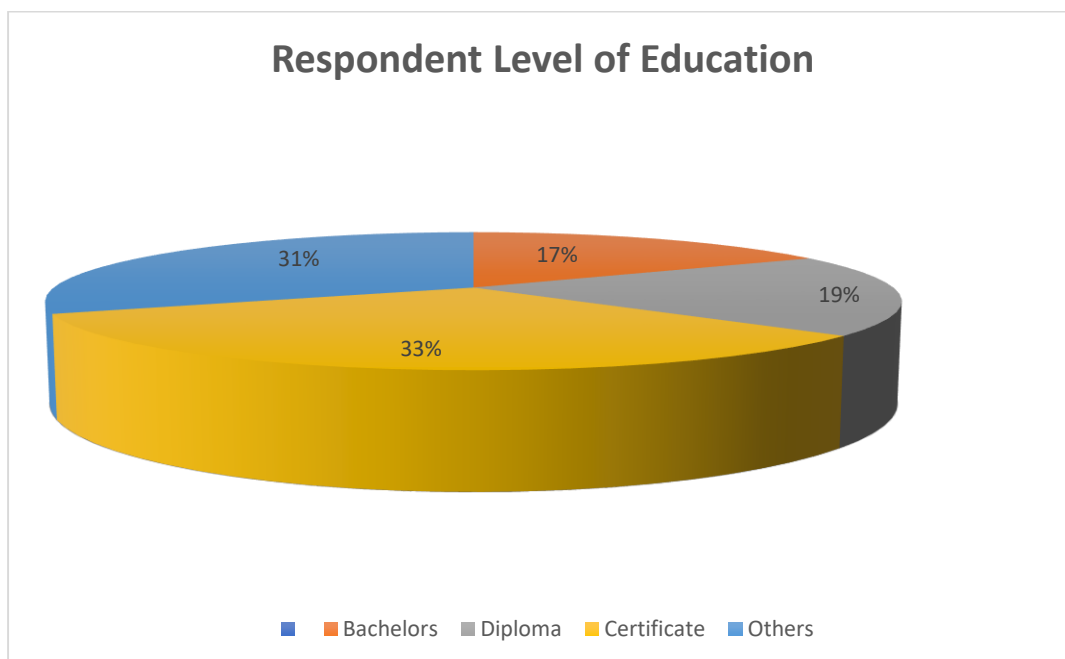
Figure 4.2: Respondent Level of Education
Source: Survey data (2019)

This study's purpose was to ascertain the participants' educational attainment, and Figure 4.2 above presents the analysis's results. According to the figure, the majority of respondents (33%) said they have certificates in several fields of specialization. Some of them (31%) claimed to have other qualifications. They included some (19%) who held diplomas and 17% who held first degrees. According to the findings, the majority of National Police Service officers held Kenya Certifications of Secondary Education, and some also held post-secondary certificates in various fields of expertise. Additionally, it was noted that several first-degree police officers had entered the service as police constables, which was the lowest rank.

4.2.3 Respondents Duration of Work
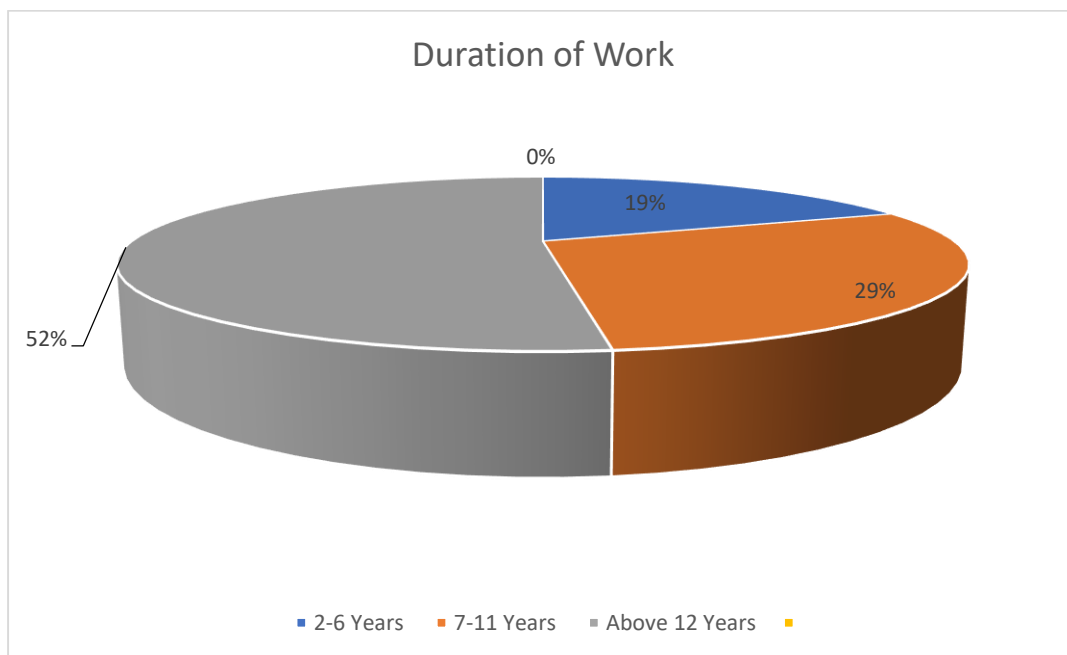
Figure 4.3: Duration of Work

Source: Survey data (2019)

As shown in Figure 4.3, when the study's participants were quizzed to specify how long they had worked, the majority (52%) of them indicated that they had been employed for more than 12 years. Some (29%) had tenure of between 7 and 11 years. None had worked for less than one year, while some (19%) had done so for between two and six years. This finding indicates that the vast bulk of study participants were highly skilled and knowledgeable about the issue under consideration.

4.3 Factor Analysis

4.3.1 Perceived Influence of Career Development on Performance of the National
**   Police Service**

The study sought to find out the perceived influence of career development on performance of the NPS. The respondents were requested to indicate the extent to which they agreed with the 13 factors that represented the tenets of career development in the NPS on a scale of 1 – 5 where 1 refers to strongly disagree and 5 refers to strongly

agree. The 13 factors were subjected to data analysis which entailed one sample t-test at value 3 and Component Factor Analysis (CFA) for extraction. The value 3 was chosen since it was the mid-point of the 5-point Likert scale as was used in the structured questionnaire. The one sample t-test generated mean scores and t-values. A t-vale above 3 indicates that the factor is perceived to support the objective to a great extent. The mean score value indicates the rating of a factor by respondents with regards to the influence of career development on performance of the NPS. The coefficient of variation (CV) for each statement was also established and the findings of the study are presented in Table 4.2 below.

Table 4.2: One Sample Test on Career Development

Statements	N	Mean	t-value	Sig.	CV
Retaining talents and developing their skills effectively is critical for organizational performance.	322	4.44	6.443	.013	13.5
The Service utilizes my knowledge and skills effectively to enhance service delivery.	322	4.39	6.341	.017	15.6
Knowledge and skills in ICT enable staff to cope with institutional challenges	322	4.35	6.339	.001	21.7
Organizational performance is premised on Service's ability to implement the career development policy	322	4.28	5.998	.011	13.4
Career progression enhances the overall organization performance.	322	4.22	6.440	.002	14.8
Delegation of duties by immediate supervisor enhances organizational performance.	322	4.19	6.326	.005	16.7
Knowledge on strategic management skills and service delivery enhance organizational efficiency.	322	4.18	3.265	.003	18.6
The career development policy makes me feel responsible for my performance and that of the organization	322	4.13	6.093	.004	17.1
Career progression enhances skills recognition based on promotions.	322	4.10	6.287	.100	18.7
Career development policy shapes the organizational culture which creates focus	322	4.08	4.212	.020	19.5
Organizational career development policy encourages junior officers to consult where necessary	322	4.04	6.186	.001	22.1
The Service career development policy offers an opportunity to advance a career.	322	3.88	6.122	.010	16.5
The Service career development policy is key in enhancing its performance.	322	3.78	6.102	.000	18.1
Average Mean		**4.16**			

Source: Survey data (2019)

The one sample t-test results showed that the police officer's responses significantly deviated from the mean. This indicated that the means scores were statistically significant because the majority of the factors that were taken into account for this study registered a mean score of more than three (3). Stronger factor contributions to the variable are indicated by higher loadings. The implication of this was that the majority

of respondents believed that these factors were compatible with the fact that performance is significantly influenced by career development. Performance is thought to be influenced by career development, according to all respondents (100%). The variable, consisted of 13 items, had a mean between 3.78 and 4.44. This suggests that the career development is a factor in developing National Police Service. The respondents were in agreement that retaining talents and developing their skills effectively is crucial for organizational performance, scoring average 4.44. The police officers added that the Service uses their knowledge and abilities well, which improves service delivery. This had a score of 4.39. Respondents also agreed that having ICT skills helps police officers handle institutional challenges like scoring (4.35). The police officers also believed that the success of the organization depends on their ability to carry out the career development policy. This averaged out to (4.28). Additionally, respondents noted that career development improves the organization's performance in general (4.22). The respondents were in agreement that delegation of tasks by their immediate supervisor which promotes participation is crucial for organizational performance, scoring average 4.19. The majority of respondents agreed that having knowledge of strategic management techniques and service provision improves organizational performance evaluation (4.18). Additionally, they asserted that the organization's career development policy makes them feel accountable for their performance as well as the performance of the organization, scoring a mean of (4.13). The mean score for career development that improves skills recognition based on promotions was 4.10. A focus with an average score of has been created by the organizational culture's shaping of the career development policy (4.08). Additionally, they concurred that career advancement encourages junior police officers to seek advice from senior officers when necessary (4.04). The respondents also conceded that career

advancement opportunities are provided by career development policies, which is essential for improved organizational performance. This received an overall rating of (3.88). Police officers noted that the Service career development policy has been essential in improving its performance, with a mean score of (3.78).

4.3.2 Perceived Influence of Work-life Balance on Performance of the National Police Service

The study sought to find out the perceived influence of work-life balance on performance of the NPS. The respondents were requested to indicate the extent to which they agreed with the 3 factors that represented the tenets of work-life balance in the NPS on a scale of 1 – 5 where 1 refers to strongly disagree and 5 refers to strongly agree. The 12 elements were subjected to data analysis which entailed one sample t-test at value 3 and Component Factor Analysis (CFA) for extraction. The value 3 was chosen since it was the mid-point of the 5-point Likert scale as was used in the structured questionnaire. The one sample t-test generated mean scores and t-values. A t-vale above 3 indicates that the factor is perceived to support the objective to a great extent. The mean score value indicates the rating of a factor by respondents with regards to the influence of work-life on performance of the NPS. The coefficient of variation (CV) for each statement was also established and the findings of the study are presented in Table 4.3 below.

Table 4.3: One Sample Test on Work-life Balance

Statements	N	Mean	t-value	Sig.	CV
Flexible working schedule enhances overall organizational performance.	322	4.37	6.232	.009	13.2
Granting officers adequate time to interact with my family reflects organizational performance	322	4.32	6.541	.003	15.5
Enough time to relax after daily duties and responsibilities enhances organizational performance	322	4.23	6.332	.000	17.7
Encouraging officers to use there leave days effectively reflects organizational success.	322	4.01	6.000	.010	19.2
Permission by my immediate supervisor to attend family issues periodically enhances performance.	322	3.96	6.120	.007	15.4
Assigned of duties outside my workplace enhance my performance hence that of the organization.	322	3.89	5.902	.001	13.6
Consulting counsellors when I have pressurizing issues reflects is key to organization success.	322	3.76	5.806	.003	21.2
The organization encourages officers to manage their stress	322	3.60	5.753	.000	17.8
Being allowed to delegate my duties to my working colleagues when am overwhelmed enhances service quality	322	3.41	5.713	.002	12.1
Encouraging officers to take leave days promotes efficiency.	322	3.33	5.723	.001	17.8
Organization encourages officers manage their leisure time	322	3.27	5.567	.010	17.1
Regular family visit in up-country enhances organizational performance.	322	3.09	5.561	.129	19.0
Average Mean		**3.77**			

Source: Survey data (2019)

Work-life balance was the second variable that was perceived to influence performance

of the NPS, and it was represented by 12 items with a mean that ranged between 3.99

and 4.37. This shows that upholding a work-life balance is a factor for maintaining the

National Police Service. The respondents all agreed that flexible scheduling improves

the effectiveness of the organization as a whole. The median score for this was (4.37).

Equally, they agreed that if the Service allowed it, enough time spent with their families

would improve organizational performance which scored 4.32. A mean score of 4.23

revealed that adequate downtime following daily responsibilities improves organizational performance. Additionally, respondents noted that performance is improved by the organization's promotion of the efficient use of vacation days and by their immediate supervisors' periodic approval of them taking time off to attend to family matters. The average score for this was 4.01 and 3.96 respectively. Most respondents agreed that being given responsibilities outside of their place of employment motivated them (3.89). Additionally, they maintained that they are permitted to speak with counselors if they are experiencing pressure issues, scoring a mean of (3.76). Their means of stress management had a mean score of (3.60). The policemen added that being able to assign my tasks to coworkers when I was overburdened would improve organizational performance and had a scoring mean of (3.41). Police officers reported that they felt at ease once their leave days were over, with a mean of (3.33). Additionally, according to the respondents, they are capable of managing their free time. This received an overall rating of (3.27). Regularly visiting their family in the country, which has a mean score of 3.09, is a reflection of organizational performance.

4.3.3 Perceived Influence of Working Environment on Performance of the National Police Service

The study sought to find out the perceived influence of working environment on performance of the NPS. The respondents were requested to indicate the extent to which they agreed with the 3 factors that represented the tenets of working environment in the NPS on a scale of 1 – 5 where 1 refers to strongly disagree and 5 refers to strongly agree. The 9 elements were subjected to data analysis which entailed one sample t-test at value 3 and Component Factor Analysis (CFA) for extraction. The value 3 was chosen since it was the mid-point of the 5-point Likert scale as was used in the

structured questionnaire. The one sample t-test generated mean scores and t-values. A

t-vale above 3 indicates that the factor is perceived to support the objective to a great

extent. The mean score value indicates the rating of a factor by respondents with regards

to the influence of working environment on performance of the NPS. The coefficient

of variation (CV) for each statement was also established and the findings of the study

are presented in Table 4.4 below.

Table 4.4: One Sample Test on Working Environment

Statements	N	Mean	t-value	Sig.	CV
Presence of social amenities near my residential place reflects organizational success	322	4.24	4.409	.005	19.0
Having a good relationship with my immediate supervisor enhance organization success	322	3.99	4.561	.011	19.8
Solving conflicts that arise at my workplace instantly without compromise reflects service effectiveness.	322	3.77	4.628	.007	21.0
Technological environment is important for the organizational performance.	322	3.54	5.347	.021	18.1
Having well-equipped office with internet facilities and furniture improves organizational performance.	322	3.37	5.008	.080	21.4
Presence of internal mechanisms to manage conflicts is important	322	3.21	5.333	.010	20.7
Top management has ways of identifying hard working officers	322	3.21	4.020	.009	22.1
Having a well-furnished residential house allocated to me improves my performance hence service quality	322	3.16	4.311	.000	17.4
Management has effective mechanisms of monitoring officers on duty	322	3.10	3.404	.004	18.8
Average Mean		**3.51**			

Source: Survey data (2019)

Work environment factors, represented by nine items with means ranging from 4.24 to

3.10, were the third factor. This suggests that the effective HRM practices' workplace

conditions play a role in its ability to maintain National Police Service's. According to

the respondents, performance is influenced by the availability of social amenities close

to their place of residence. A mean rating for this was (4.24). They concurred that success is increased by having a positive relationship with one's immediate supervisor. A mean rating for this was (3.99). The respondents reported that conflicts that arise at work are quickly and amicably resolved, giving their observation a mean score of 4.77. On the other hand, respondents stated that the top management had a method of identifying working officers, with an average mean of 3.54. The majority of respondents, with a mean score of 3.37, agreed that having an office with internet access and comfortable furniture improves performance. They also believed that having internal conflict management mechanisms was important, scoring a mean of 3.21 in this area. In order to help them perform their duties more effectively, it is believed that they should be given access to a nice residential house. A mean rating for this was (3.60). The police officers also observed that management had efficient controls in place to keep tabs on the officers who were on duty. A 3.10 average was assigned to this.

Consequently, the results of this study demonstrated a clear relationship between the mean scores and t-values. According to the one sample t-test, the higher the mean scores, the higher the t-value and, as a result, the significance level. The majority of the factors that were taken into consideration in this study had mean scores greater than three, which suggests that these mean scores are statistically significant as of the midpoint (3). This leads us to extrapolate that the majority of respondents believed that these factors related to the implication that performance in the National Police Service is influenced by sustainable human resource management capabilities. Every statement's coefficient of variation was calculated. This is the proportion between the standard deviation and the mean. The degree of dispersion around the mean increases with the coefficient of variation. According to the results, the majority of the statements'

coefficients of variation were between 12% and 19%, with a few exceeding 20%. This suggests that the idea that sustained HRM capabilities influenced performance at NPS was supported by the majority of statements. Communalities, total variance, and component matrices were produced as a result of this analysis, which also assisted in explaining patterns of correlation within the variables. In order to identify the factors affecting performance, this led to communalities. The amount of variance that one thing shares with other things is known as communality. The communalities are shown in Tables 4.5, 4.6 and 4.7 along with the percentage of variation in the variables that the extracted factors can explain.

Table 4.5 Factor Analysis on Career Development (Communalities)

Statement	Initial	Extraction
Retaining talents and developing their skills effectively is critical for organizational performance.	1.000	.877
The Service utilizes my knowledge and skills effectively to enhance service delivery.	1.000	.841
Knowledge and skills in ICT enable staff to cope with institutional challenges	1.000	.822
Organizational performance is premised on Service's ability to implement the career development policy	1.000	.765
Career progression enhances the overall organization performance.	1.000	.745
Delegation of duties by immediate supervisor enhances organizational performance.	1.000	.728
Knowledge on strategic management skills and service delivery enhance organizational efficiency.	1.000	.711
The career development policy makes me feel responsible for my performance and that of the organization	1.000	.687
Career progression enhances skills recognition based on promotions.	1.000	.674
Career development policy shapes the organizational culture which creates focus	1.000	.650
Organizational career development policy encourages junior officers to consult where necessary	1.000	.598
The organizations' career development policy offers an opportunity to advance a career.	1.000	.460
The Service career development policy is key in enhancing its performance.	1.000	.239

Extraction Method: Principal Component Analysis.
Source: Survey data (2019)

Table 4.6 Factor Analysis on Wok-Life Balance (Communalities)

Statement	Initial	Extraction
Flexible working schedule enhances overall organizational performance.	1.000	.798
Granting officers adequate time to interact with my family reflects organizational performance	1.000	.765
Enough time to relax after daily duties and responsibilities enhances organizational performance	1.000	.753
Encouraging officers to use their leave days effectively reflects organizational success.	1.000	.737
Permission by my immediate supervisor to attend family issues periodically enhances performance.	1.000	.709
Assigned of duties outside my workplace enhance my performance hence that of the organization.	1.000	.698
Consulting counsellors when I have pressurizing issues reflects is key to organization success.	1.000	.650
The organization encourages officers to manage their stress	1.000	.619
Being allowed to delegate my duties to my working colleagues when am overwhelmed enhances service quality	1.000	.588
Encouraging officers to take leave days promotes efficiency.	1.000	.516
Organization encourages officers manage their leisure time	1.000	.498
Regular family visit in up-country enhances organizational performance.	1.000	.478

Extraction Method: Principal Component Analysis.
Source: Survey data (2019)

Table 4.7 Factor Analysis on Working Environment (Communalities)

Statement	Initial	Extraction
Presence of social amenities near my residential place reflects organizational success	1.000	.783
Having a good relationship with my immediate supervisor enhance organization success	1.000	.745
Solving conflicts that arise at my workplace instantly without compromise reflects service effectiveness.	1.000	.696
Technological environment is important for the organizational performance.	1.000	.623
Having well-equipped office with internet facilities and furniture improves organizational performance.	1.000	.567
Presence of internal mechanisms to manage conflicts is important	1.000	.531
Top management has ways of identifying hard working officers	1.000	.456
Having a well-furnished residential house allocated to me improves my performance hence service quality	1.000	.297
Management has effective mechanisms of monitoring officers on duty	1.000	.209

Extraction Method: Principal Component Analysis.
Source: Survey data (2019)

Communities show how much of a variable has been accounted for by the extracted factors. A higher communality is preferred. According to the communalities, any factor that has an extraction that is close to -1 or +1 denotes that the factor has a significant impact on the research variable. The factors of sustainable human resource management capabilities (career development, work-life balance and working environment that most significantly affect performance in the NPS are shown in Tables 4.5, 4.6 and 4.7's results because the majority of these factors had extraction values above 0.6.

4.4 Total Variance

Factors with their eigenvalues, the percentage of their variance, and the cumulative variance of the factor from the prior factor were extracted from the analysis. The factors were derived using principal component analysis. Total variance explained displays all extracted factors along with their eigenvalues, the percentage of variance attributable to each item in the underlying factor, and the cumulative variance of the items related to each underlying factor and the prior factors. The eigen values show the relative weights assigned to each item in the underlying factor; items with low eigen values were excluded.

Table 4.8: Total Variance on Career Development

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	4.998	12.819	12.819	4.998	12.819	12.819
2	4.667	11.970	24.789	4.667	11.970	24.789
3	4.281	10.979	35.768	4.281	10.979	35.768
4	4.108	10.536	46.306	4.108	10.536	46.306
5	3.843	9.857	56.161	3.843	9.857	56.161
6	3.549	9.102	65.181	3.549	9.102	65.181
7	2.765	7.092	72.273	2.765	7.092	72.273
8	2.433	6.240	78.513	2.433	6.240	78.513
9	2.311	5.927	84.440	2.311	5.927	84.440
10	1.999	5.127	89.567	1.999	5.127	89.567
11	1.745	4.476	94.043	1.745	4.476	94.043
12	1.642	4,211	98.254	1.642	4.211	98.254
13	0.681	1.746	100			

Source: Survey data (2019)

Results of table 4.8 showed that only 12 items for the career development factor were found to be significant for the analysis, with the first factor accounting for 12.819% of the variance and the other factors accounting for 11.970%, 10.979%, 10.536%, 9.857%, 9.102%, 7.092%, 6.240%, 5.927%, 5.127%, 4.476%, and 4.211%. The final factor was deemed to be insignificant.

Table 4.9: Total Variance on Work-life Balance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.435	11.375	11.375	4.435	11.375	11.375
2	4.209	10.795	22.170	4.209	10.795	22.170
3	4.117	10.559	32.729	4.117	10.559	32.729
4	4.105	10.529	43.258	4.105	10.529	43.258
5	3.987	10.226	53.484	3.987	10.226	53.484
6	3.788	9.715	63.199	3.788	9.715	63.199
7	3.654	9.372	72.571	3.654	9.372	72.571
8	3.468	8.895	81.466	3.468	8.895	81.466
9	2.452	6.289	87.755	2.452	6.289	87.755
10	2.235	5.732	93.487	2.235	5.732	93.487
11	1.511	3.875	97.362	1.511	3.875	97.362
12	1.028	2.638	100			

Source: Survey data (2019)

The analysis's results in table 4.9 showed that only 12 items related to the work environment factor were significant, with the first factor accounting for 11.375% of the variance and the other factors accounting for 10.795%, 10.559%, 10.529%, 10.226%, 9.715%, 9.372%, 8.895%, 6.289%, 5.732%, 3.875%, and 2.638%.

Table 4.10: Total Variance on Work Environment

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	14.764	37.867	37.867	14.764	37.867	37.867
2	6.654	17.066	54.933	6.654	17.066	54.933
3	4.513	11.575	66.508	4.513	11.575	66.508
4	4.420	11.336	77.336	4.420	11.336	77.336
5	3.118	7.997	85.841	3.118	7.997	85.841
6	2.986	7.659	93.500	2.986	7.659	93.500
7	1.853	4.753	98.253	1.853	4.753	98.253
8	0.635	1.629	99.882			
9	0.046	0.118	100			

Source: Survey data (2019)

Results of Table 4.10 showed that only 7 items for the work environment factor were significant for the analysis, according to the results, with the first factor accounting for 37.867% of the variance and the remaining items accounting for 17.066%, 11.575%, 10.536%, 11.336%, 7.997%, 7.659%, and 4.753%. The two additional factors were deemed not important.

4.5 Component Matrix

We can evaluate the factor loadings as the criterion to establish the level of significance when considering the statistical significance of principal component factor analysis (Tabach-nick and Fidell, 2007; Hair et al., 2010). As a general rule, loadings less than .32 shouldn't be interpreted, and the greater the value of the loadings, the more accurate the variable is at measuring the factor. According to Comrey and Lee (1992), loadings of.71 or higher are deemed excellent,.63 are deemed very good,.55 are deemed good,.45 are deemed fair, and loadings of.32 are deemed inadequate. In actuality, whether to keep or get rid of variables with good or bad values depends on the researcher's preferences. Additionally, the sample size may serve as a useful guide for researchers in determining whether a factor loading value is significant. According to Hair et al. (2010), factor loadings of .30 and higher are considered significant in a sample of 350 respondents, while factor loadings of.55 and above are considered significant in a sample of 100 respondents. Furthermore, a factor loading of.75 is required for significance in a sample size of 50.

Further analysis obtained the component matrix which shows the loadings of the factors extracted. Results from this matrix indicate that the higher the absolute value of the loading, the more the factor contributes to the variable. A component matrix containing the Eigen values in respect to each factor was extracted from the factor analysis. The

results are presented in Table 4.11, 4.12 and 4.13 below.

Table 4.11 Component Matrix on Career Development

Statement	1	2	3	4	5	6	7	8
Retaining talents and developing their skills effectively is critical for organizational performance.	**.831**							
The Service utilizes my knowledge and skills effectively to enhance service delivery.	**.789**							
Knowledge and skills in ICT enable staff to cope with institutional challenges	**.769**							
Organizational performance is premised on Service's ability to implement the career development policy	**.756**							
Career progression enhances the overall organization performance.	**.711**							
Delegation of duties by immediate supervisor enhances organizational performance.	**.708**							
Knowledge on strategic management skills and service delivery enhance organizational efficiency.	**.704**							
The career development policy makes me feel responsible for my performance and that of the organization	**.700**							
Career progression enhances skills recognition based on promotions.	**.698**						.411	
Career development policy shapes the organizational culture which creates focus	**.682**							
Organizational career development policy encourages junior officers to consult where necessary	**.680**			-.401				
The Service career development policy offers an opportunity to advance a career.	**.677**							
The Service career development policy is key in enhancing its performance.	.667							

Extraction Method: Principle Component Analysis
Source: Survey data (2019)

One factor, accounting for 98% of the total variance, was produced by the principal component factor analysis when the eigenvalue was greater than 1. No rotation of the data matrix is likely in this instance because only one factor was extracted. Furthermore, despite the large sample size of the research, all factor loadings are significant. Strong

individual loadings of the order of 0.68 to 0.83 can be used to identify the solution, which points to a robust and extensive structure. The factor loadings of twelve measurements help us better understand career development, one of the key sustainable HRM capabilities.

Table 4.12 Component Matrix on Work-life Balance

Statement	1	2	3	4	5
Flexible working schedule enhances overall organizational performance.	.831				
Granting officers adequate time to interact with my family reflects organizational performance	.789				
Enough time to relax after daily duties and responsibilities enhances organizational performance	.769				
Encouraging officers to use there leave days effectively reflects organizational success.	.756				
Permission by my immediate supervisor to attend family issues periodically enhances performance.	.711				
Assigned of duties outside my workplace enhance my performance hence that of the organization.	.708				
Consulting counsellors when I have pressurizing issues reflects is key to organization success.	.704				
The organization encourages officers to manage their stress	.700				
Being allowed to delegate my duties to my working colleagues when am overwhelmed enhances service quality	.698				
Encouraging officers to take leave days promotes efficiency.	.682				
Organization encourages officers manage their leisure time	.680				-.401
Regular family visit in up-country enhances organizational performance.	.677				

Extraction Method: Principle Component Analysis
Source: Survey data (2019)

One factor, accounting for 100% of the total variance, was produced by the principal component factor analysis with an eigenvalue greater than 1. No rotation of the data matrix is likely in this instance since only one factor was extracted. Additionally, even when we compare the factor loadings with the research's large sample size, all of them are significant. Strong individual loadings of the solution in the range of 0.70 to 0.83

can be used to identify its robust and extensive structure. The loadings of twelve measurements onto a factor enhance our comprehension of work-life balance as one of the primary SHRM capabilities. The component matrix portrays the eigen value with respect to each underlying factor. Each item belongs to one of the 12 factors extracted. The option blank (.30) used which commands SPSS not to print correlation with less than .30 scores hence, the blanks. Each number represents the correlation between the item and the factor. The correlations were relevant in helping interpret the underlying factors. The key findings from this matrix indicate that most of the variables loaded more on to one factor which implies that the work-life balance factors that influence performance revolve around one component and seem to be internal. The component matrix portrays the eigen value with respect to each underlying factor. Each item belongs to one of the 12 factors extracted. The option blank (.30) used which commands SPSS not to print correlation with less than .30 scores hence, the blanks. Each number represents the correlation between the item and the factor. The correlations were relevant in helping interpret the underlying factors. The key findings from this matrix indicate that most of the variables loaded more on to one factor which implies that the career development factors that influence performance revolve around one component and seem to be internal.

Table 4.13 Component Matrix on Working Environment

Statement	1	2	3	4	5	6
Presence of social amenities near my residential place reflects organizational success	.811					
Having a good relationship with my immediate supervisor enhance organization success	.789					
Solving conflicts that arise at my workplace instantly without compromise reflects service effectiveness.	.769					
Technological environment is important for the organizational performance.	.756					
Having well-equipped office with internet facilities and furniture improves organizational performance.	.711					
Presence of internal mechanisms to manage conflicts is important	.708					
Top management has ways of identifying hard working officers	.704					
Having a well-furnished residential house allocated to me improves my performance hence service quality	.700					
Management has effective mechanisms of monitoring officers on duty	.698					

Extraction Method: Principle Component Analysis
Source: Survey data (2019)

One factor, accounting for 98% of the total variance, was produced by the principal component factor analysis with an eigenvalue greater than 1. No rotation of the data matrix is likely in this instance since only one factor was extracted. Additionally, even when we compare the factor loadings with the research's large sample size, all of them are significant. Strong individual loadings of the solution in the range of 0.70 to 0.81 can be used to identify its robust and extensive structure. The loadings of seven measurements onto a factor enhance our comprehension of working environment as one of the primary SHRM practices. The component matrix portrays the eigen value with respect to each underlying factor. Each item belongs to one of the 7 factors extracted. The option blank (.30) used which commands SPSS not to print correlation with less than .30 scores hence, the blanks. Each number represents the correlation between the item

and the factor. The correlations were relevant in helping interpret the underlying factors. The key findings from this matrix indicate that most of the variables loaded more on to one factor which implies that the working environment factors that influence performance revolve around one component and seem to be internal.

4.6 Discussion of Findings

In this study, the performance of the National Police Service was examined in relation to the perceived influence of sustainable human resource management capabilities. Results clearly demonstrated that police officers view the National Police Service's performance as being influenced by sustainable human resource management capabilities. The three theories resource-based theory, attribution theory and contingency theory that served as the study's guiding principles are discussed in this section along with comparisons to the research findings.

4.6.1 Comparison with the Theories

Consistent with the attribution theory supposition that people respond to stimuli in their environment based on their motivational biases, background and attitudes the findings of this study demonstrate that respondents' responses were skewed to what was more impressive to them. This is because perception is influenced by people's interests, attributes and attitudes. Weiner (1940) argues that people perceive issues based on their expectations hence perceptions are very subjective. Findings also reveal that police officers' responses were based on extent of their involvement in organization's sustainable HRM capabilities thus, what they knew or had participated in. The study has established that majority of the police officers perceived that the organization's sustainable HRM capabilities (career development, work-life balance and working environment) are key in influencing the performance of the National Police Service.

The findings also support the Resource based theory by pointing that the NPS's best HRM practices are critical in enabling it to enhance performance. The best practices approach emphasizes the importance of internal resources as key to key to gaining a long-lasting competitive advantage.

4.6.2 Comparison with Empirical Studies

Perception is measured through satisfaction. Police officers' perception defines the extent to which they contribute their ideas towards the strategy process. According to Benthaus et al. (2016), people perceive issues according to their expectations. This study established that most police officers perceive sustainable HRM capabilities influence performance. At the NPS, police officers perceived that the career development practices such as training sponsorships, delegation, promotions, consultation, ICT skills, succession planning, utilization of knowledge, talent development and management skills can sustain their performance over the years. This agrees with a study conducted by Ali and Muhammad (2017), Chen and Li (2015), De La Lastra et al. (2014), Kohli (2013) and Eenink (2012) who stated that performance is largely influenced by sustainable human resource management capabilities. They established that those delegating responsibilities, equipping employee with appropriate knowledge and skills, motivation and succession planning were directly correlated to organizational performance from one context to another. The studies acknowledged that despite internal and external factors that influenced performance of organizations, to a larger extent career development was one the factors that promoted organizational growth in terms of efficiency and effectiveness in service delivery.

In addition, the findings indicated that attending to family issues, delegation of duties, adequate time for leisure, attending to stressful issues, exhausting your leave days,

motivation for working outside the normal station and bonding with the family were key work-life balance factors perceived to influence performance. This finding is in line with that of Yanqing et al. (2017), Ogutu et al. (2015), Gachunga and Mumanthi (2014), Kumari and Pradhan (2014) and Karlsson (2013) who revealed that even though work-life balance was considered to be one of the performance drivers, to some extent effective control is needed to ensure employees are engaged productively in their duties from one context to another. To a larger extent, it was opined by the studies that employees who were denied the chance to interact and exhaust the leave days were likely to be stressed thus declined organizational performance in terms of service delivery.

Conversely, the findings indicated that most of the respondents perceived that working environment influences performance. This implied that practices such as internet accessibility, monitoring officers on duty, solving disputes, interpersonal relationships, residential facilities and office equipment were critical factors that enhances performance. This finding is consistent with that of Human Rights Watch (2017), Wanjiku (2016), Okibo and Agili (2015), Ombudsman (2016), Pukienė and Škudienė (2016) and Chang et al. (2013) who established that there was a significant positive correlation between working environment and organizational performance. The studies pointed out that work environment which was attributed with adequate social amenities, conducive environment for officers and timely settlement of disputes directly influence performance of organizations in terms of customer service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses a summary of the findings, the recommendations for policy and practice, limitations of the study and suggestions for further research which can be adopted by public and private security institutions as interesting area of study that operate in the security space with an aim of improving performance. The one aim of this study was to determine the perceived influence of sustainable human resource management capabilities on performance at the National Police service. The study determined the perceived influence of sustainable HRM capabilities on performance and the factors that influence such perceptions at the NPS.

5.2 Summary of Findings

The NPS was used to gather the study's participants. Male police officers made up the majority of the sampled respondents, while female officers made up the remainder. These results led to the supposition that the majority of NPS employees were male. The results showed that a sizable portion of the sampled employees had worked for the Service for more than 12 years. In accordance with the findings, it was also discovered that the majority of NPS employees held either KCSE certificates or diploma certificates.

The study's main findings also show that police officers believe sustainable HRM capabilities have a positive impact on the performance of the National Police Service. The Service's direction and approach to achieving its objectives are clearly seen by the police officers as sustainable HRM capabilities. According to the theories, organizational capabilities like career advancement, work-life balance, and working

conditions have been identified as crucial to improving performance. The research also shows that improving career advancement, encouraging flexible work schedules, and cultivating a positive environment improve organizational performance. The results of this study are consistent with other empirical studies that have identified sustainable HRM capabilities as best practices that will result in superior organizational performance. This is demonstrated by ongoing performance evaluations to make sure the business is still on track and by encouraging healthy competition among workers to ensure that established goals are met.

Today's businesses are focused on using superior HRM capabilities that their rivals cannot imitate to maintain their performance over time. According to the findings, the NPS has not segmented its market and does not produce goods and services tailored specifically to the requirements of its various customers. All respondents were aware of the concept of sustainable HRM and how it affected the NPS score. The majority of respondents viewed sustainable HRM as long-term HRM initiatives that organizations adopted in order to more successfully and efficiently achieve corporate goals. Everyone who responded concurred that the NPS was not doing enough to adopt sustainable HRM capabilities that would give it a competitive advantage.

The one sample t-test results showed that sustainable HRM capabilities significantly influenced performance, and that the higher the significance level, the higher the t-value. This is because the midpoint was set at 3, and any factor with a t value higher than 3 was considered to be strongly supportive of the goal. After factor analysis, communalities, and total variance calculations, work environment factors were decreased from 9 to 7, while work-life balance factors remained unchanged. The majority of internal sustainable HRM-related factors, however, loaded onto the first

component, and the career development factors were reduced from 13 to 12.

5.3 Conclusions

5.3.1 Managerial Implications

Organizations operating in the security sector in Kenya should be aware that career development, work-life balance and working environment are very important practices for the success of their firms. Our findings suggest that career development metrics such as knowledge transfer, retention of police officers and succession planning would always have a strong positive influence on all other performance indicators. Conversely, work-life balance constructs such as leisure, time and stress management would always positively influence organizational performance. Equally, working environment metrics such social amenities, office resources and management support would always have a strong positive influence on all other performance indicators. This study concludes that police officers perceive that the NPS's sustainable HRM capabilities have a big influence on its performance. The study further concludes that implementation of sustainable HRM capabilities will highly be beneficial from that police officers are. Findings from the factor analysis and one sample t-test indicate that both external and internal factors that relate to sustainable HRM capabilities do influence performance with internal factors influencing to a large extent, though not all aspects or practices of the sustainable HRM capabilities were considered in this study.

5.3.2 Theoretical Implications

The findings of this research raise several important theoretical and practical implications for both HRM theorists and practitioners. This research concludes that there is a positive relationship between sustainable HRM capabilities and the overall performance of the NPS. The present work provides support for the attribution and

resource-based view theorists (for example, MacDuffie, 1995; Wood & De Menezes, 2008; Pfeffer, 1994, 1998; Guest *et al.*, 2003; Ahmad & Schroeder, 2002;) rather than the contingency approach (e.g., Jackson & Schuler, 1999).

5.3.3 Methodological Implications

This study sheds light on a number of significant methodological ramifications that may aid in future HRM-performance studies in producing more precise findings. The empirical research on sustainable HRM capabilities and organizational performance, which has shown beneficial relationships in this research stream, supports the use of objective performance measures. According to the literature, the majority of HRM researchers have used objective metrics to evaluate performance, avoiding subjective metrics because they believe the validity of these metrics to be sufficient (Razouk, 2011). Future academic researchers should be interested in this significant discovery and insight so that they can use it as a springboard for further exploration of a variety of related topics.

5.4 Recommendations

The following recommendations are made for both policymakers and researchers; the study recommends that the national government allocate more resources to the National Police Service in order to ensure that police officers are equipped with management and information technology skills while in training in order to improve quality service delivery. Furthermore, they should automate their services and ensure that appropriate service delivery models are established in order to improve performance. Furthermore, police officers with unique talents should be sponsored for education in order to promote transformative leadership. Officers should also improve their creativity and innovation through exchange programs, sensitivity trainings, delegation, teamwork,

and a consultative approach. As a result, the government should build appropriate housing facilities for serving officers as well as for newly recruited police officers. This can be accomplished through collaboration with development agencies in the security sector with the goal of improving the general working conditions of police officers.

National Police Service, on the other hand, should develop and/or review human resource policies to ensure that immediate supervisors can delegate responsibilities to their juniors in order to promote growth. In addition, the NPS should align perceived sustainable HRM capabilities to the organizational strategy to improve its performance. They should also ensure that there is a clear criterion for promoting police officers based on their skills, experience, and length of service, as well as promote a culture of employee socialization that encourages employees to create social networks that can result in minimal work-related stress, flexible work schedules, and team work to improve customer service delivery. Furthermore, in order to address mental health issues and improve individual police officer performance, the Service should establish or form partnerships with various organizations that provide counselling services. As a result, the NPS and other security organizations will gain insights into how to achieve superior performance by adopting and implementing SHRM capabilities that align with their objectives. Researchers can use this knowledge to improve their writing and offer new perspectives on problems related to their current research.

5.5 Limitations of the Study

Prior to data collection, respondents were informed of the study's purpose, which assisted in overcoming the limitations of some respondents' unwillingness to cooperate fully or participate in the study. Responders also received a document from National Police Service management and the National Commission for Science and Technology

granting them the authority to collect data. The information's confidentiality was guaranteed, and it was made clear that it was only needed for academic purposes.

Further, due to the fact that different methods for data collection and analysis were employed, the existing literature on the connection between SHRM capabilities and organizational performance contains divergent viewpoints from researchers. Utilizing primary data in this study rather than an excessive amount of biased secondary data allowed us to get around this limitation. Because previous studies sought to examine different variables in relation to different contexts, and their results cannot be broadly extrapolated in this study. The limitation was overcome by this study seeking to establish the effect of sustainable HRM capabilities on National Police Service performance by operationalizing variables of the study to reflect constructs of theories that were adopted in this study.

Moreover, the researcher focused on the National Police Service for consistency of research findings in terms of location and culture of the population, overcoming the limitation that results of the prior empirical investigations were restricted to different geographical and cultural backgrounds.

Additionally, this study overcame the constraint caused by the different research methodology used in earlier studies by adopting a cross-sectional research design and stratified sampling strategy, which allowed the quantitative analysis and presentation of data. Furthermore, it made it simpler to test research ideas grounded in cause-and-effect theories. The statistical influence of the study's variables was then determined using the factor analysis method.

5.6 Suggestions for Further Research

The research's findings have shed light on how people perceive how sustainable human

resource management capabilities affect the performance of the National Police Service, but more study is still needed because it is possible to draw other, more intriguing conclusions about this topic in the future. In order to determine the perceived impact of sustainable HRM capabilities on performance in other public security organs in Kenya, more research should be conducted. The private security industry can use this as well.

Furthermore, a comparison between the security sector and non-security entities should be done to determine how sustainable HRM is perceived to influence performance. A follow-up study should be conducted a year from now to see if any changes have occurred as a result of the passage of time, given how dynamic the Kenyan security sector is, and to compare the results with those from the initial study. Likewise, since the study was restricted to a subset of sustainable HRM capabilities, such as career development, work-life balance, and working environment, which may not be the only sustainable HRM capabilities influencing National Police Service performance, it is advised that researchers can also add moderating and intervening variables to the relationship to determine whether they have a direct or indirect effect on an organization's performance.

Additionally, given that demographic data shows that there are more male than female police officers in NPS, further research to determine whether there is a link between gender complement and the success of implementing sustainable HRM capabilities may be interesting. In order to evaluate the outcomes in terms of the efficacy of public institutions tasked with providing security services, it is advised that other researchers conduct comparative studies among East African countries like Rwanda, Tanzania, and Uganda.

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APPENDICES

Appendix 1: Introductory Letter

C/O

COLLINS SONGA OKACHI

SHRD/PGD/014/2013

MOI UNIVERSITY

TO WHOM IT MAY CONCERN

Dear Respondent,

REF: MASTER OF SCIENCE IN HUMAN RESOURCE DEVELOPMENT RESEARCH

I am a student pursuing a Master of Science in Human Resource Development degree. As a requirement of the program, am required to carry out a research study on: *"Perceived influence of Sustainable Human Resource Management Capabilities on Performance of National Police Service in Kenya"*

I hope that this study will result to findings that would lead to beneficial recommendation to various stakeholders including the management, employees, policy makers, scholars, researchers and academicians. Information given will be treated with utmost good faith and confidentiality. The final Report will be submitted to your organization on request for policy making.

Yours sincerely

Collins Songa Okachi

Appendix 2: Questionnaire for Officers in the National Police Service

Please give answers in the spaces provided and tick ($\sqrt{}$) in the box that matches your response to the questions where applicable.

SECTION A: POPULATION DEMOGRAPHIC

1. **Indicate your Gender?**

   a) Male   [   ]

   b) Female   [   ]

2. **Indicate your Level of Education?**

   a) University   [   ]

   b) College   [   ]

   c) Secondary   [   ]

   d) Primary   [   ]

   e) Any other_____

3. **Indicate the duration you have worked with the National Police Service**

   a) Less than 1 Years   [   ]

   b) 2-6 Years   [   ]

   c) 7-11 Years   [   ]

   d) Above 12 Years   [   ]

SECTION B: PERCEIVED INFLUENCE OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT CAPABILITIES ON PERFORMANCE OF THE NATIONAL POLICE SERCE IN KENYA

PART A: **CAREER DEVELOPMENT AND PERFORMANCE OF THE NATIONAL POLICE SERCE IN KENYA**

1. The following statements describe the influence of career development on performance of the National Police Service. Please indicate your level of agreement or disagreement with the following statements. Use the following scale: 1= Strongly disagree, 2= Disagree, 3 = Neither agree nor disagree, 4= Agree, 5 = Strongly agree).

S/NO.	Statements	1	2	3	4	5
1.	Career progression enhances the overall organization performance.					
2.	Delegation of duties by immediate supervisor enhances organizational performance.					
3.	Career progression enhances skills recognition based on promotions.					
4.	The Service career development policy is key in enhancing its performance.					
5.	Retaining talents and developing their skills effectively is critical for organizational performance.					
6.	The Service utilizes my knowledge and skills effectively to enhance service delivery.					
7.	Knowledge on strategic management skills and service delivery enhance organizational efficiency.					
8.	The career development policy makes me feel responsible for my performance and that of the organization					
9.	The Service career development policy offers an opportunity to advance a career.					
10.	Organizational performance is premised on Service's ability to implement the career development policy					
11.	Career development policy shapes the organizational culture which creates focus					

12.	Knowledge and skills in ICT enable staff to cope with institutional challenges					
13.	Organizational career development policy encourages junior officers to consult where necessary					

PART B: WORK-LIFE BALANCE AND PERFORMANCE OF THE NATIONAL POLICE SERCE IN KENYA

2. The following statements describe the influence of work-life balance on performance of the National Police Service. Please indicate your level of agreement or disagreement with the following statements. Use the following scale: 1= Strongly disagree, 2= Disagree, 3 = Neither agree nor disagree, 4= Agree, 5 = Strongly agree).

S/NO.	Statements	1	2	3	4	5
1.	Flexible working schedule enhances overall organizational performance.					
2.	Encouraging officers to take leave days promotes efficiency.					
3.	Enough time to relax after daily duties and responsibilities enhances organizational performance					
4.	Being allowed to delegate my duties to my working colleagues when am overwhelmed enhances service quality					
5.	Being assigned duties outside my workplace enhance my performance hence that of the organization.					
6.	Granting officers adequate time to interact with my family reflects organizational performance					
7.	Consulting counsellors when I have pressurizing issues reflects is key to organization success.					
8.	Permission by my immediate supervisor to attend family issues periodically enhances performance.					
9.	Encouraging officers to use there leave days effectively reflects organizational success.					
10.	Regular family visit in up-country enhances organizational performance.					

11.	Organization encourages officers manage their leisure time					
12.	The organization encourages officers to manage their stress					

PART C: WORKING ENVIRONMENT AND PERFORMANCE OF THE NATIONAL POLICE SERCE IN KENYA

3. The following statements describe the influence of working environment on performance of the National Police Service. Please indicate your level of agreement or disagreement with the following statements. Use the following scale: 1= Strongly disagree, 2= Disagree, 3 = Neither agree nor disagree, 4= Agree, 5 = Strongly agree).

S/NO.	Statements	1	2	3	4	5
1.	Technological environment is important for the organizational performance.					
2.	Management has effective mechanisms of monitoring officers on duty					
3.	Presence of internal mechanisms to manage conflicts is important					
4.	Top management has ways of identifying hard working officers					
5.	Having a well-furnished residential house allocated to me improves my performance hence service quality					
6.	Presence of social amenities near my residential place reflects organizational success					
7.	Solving conflicts that arise at my workplace instantly without compromise reflects service effectiveness.					
8.	Having a good relationship with my immediate supervisor enhance organization success					
9.	Having well-equipped office with internet facilities and furniture improves organizational performance.					

Appendix 3: Student Confirmation Letter

MOI UNIVERSITY
ISO 9001:2008 CERTIFIED
SCHOOL OF BUSINESS AND ECONOMICS

Tel:	(053) 43153	P.O Box 63056-00200
		NAIROBI
Fax:	(053) 43153	**KENYA**

==

MU/NRB/MBA/SA/01   28th June 2019

National Commission for Science, Technology and Innovation
Upper Kabete
P.O. Box 30623 00100
NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH PERMIT
COLINS SONGA OKACHI – SHRD/PGD/014/2013

This is to confirm that the above named is a Postgraduate student of Moi University, School of Business and Economics, Department of Human Resource Management. Mr. Songa is pursuing a Master of Science in Human Resource Management course offered at Nairobi campus.

The student successfully defended his proposal and is due to proceed for his research data collection.

The research Title is– **"Sustainable Human Resource Management Capabilities on Orgnaisational Performance: A Case of Kenya National Police Service in Nairobi City County."**

The student is in the process of obtaining a research permit to enable him visit the identified research centers. The University shall highly appreciate any assistance accorded to him.

Yours faithfully,

MR. JAMES ONYANGO
FOR: DEAN, SCHOOL OF BUSINESS AND ECONOMICS
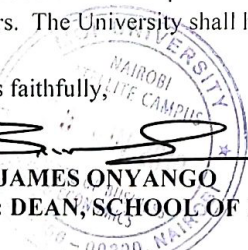
Appendix 4: Research License (NACOSTI)

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **443875**

Date of Issue: **14/August/2019**

RESEARCH LICENSE

This is to Certify that Mr.. COLLINS OKACHI of Moi University, has been licensed to conduct research in Nairobi on the topic: **Sustainable Human Resource Management Capabilities on Organizational Performance: A Case of Kenya National Police Service in Nairobi City County for the period ending : 14/August/2020.**

License No: **NACOSTI/P/19/286**

443875

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.

Appendix 5: Authority to Conduct Research in the National Police Service

OFFICE OF THE INSPECTOR GENERAL

Jogoo House "A"
4th Floor
P. O. Box 44249-00100
NAIROBI

Telegraphic Address: "IG, NPS"
Telephone: Nairobi 0202221969
When replying please quote Ref.
No. and Date

NATIONAL POLICE SERVICE

NAIROBI – KENYA

Ref: NPS/IG/C/ORG/2/14/VOL.II/7   22nd **August 2019**

Collins Songa Okachi
Moi University
P.O BOX 63056- 00200
NAIROBI

RE: <u>**AUTHORITY TO CONDUCT RESEARCH IN NATIONAL POLICE SERVICE**</u>

We hereby acknowledge receipt of your request to conduct research in the National Police Service in the area of human resource management.

We are glad to inform you that your request has been approved.

Please ensure that you share the research report with the office of Inspector General for information and action. We wish you all the best in the study.

(KIPRONO LANGAT)
For: INSPECTOR GENERAL,
<u>**NATIONAL POLICE SERVICE**</u>