

**HUMAN RESOURCE MANAGEMENT
PRACTICES, INTEGRITY AND TASK
PERFORMANCE AMONG POLICE OFFICER
IN MALAYSIA**

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**HUMAN RESOURCE MANAGEMENT
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IN MALAYSIA**

by

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CR	Composite reliability
CPO	Chief Police Officer
ES	Employment Security
HTMT	Heterotrait-Monotrait
GTP	Government Transformation Programme
ICO	Internal Career Opportunities
IGP	Inspector General Police
IPMA	Importance Performance Map Analysis
INT	Integrity
JD	Job Description
JS	Job Satisfaction
MOU	Memorandum of Understanding
NBOS	New Blue Ocean Strategy
NIP	National Integrity Plan
OC	Organizational Commitment
OCPD	Officer In-charge of Police District
OF	Organizational Fit
OL	Organizational Links
OS	Organizational Sacrifice
PA	Officer In-charge of Police District
PBM	Organizational Fit
PLS-SEM	Partial Least Squares Structural Equation Modeling
PR	Participation

RMP	Royal Malaysia Police
SEM	Structural Equation Modeling
SET	Social Exchange Theory
STEP	Service, Technology, Empowerment and Process
TP	Task Performance
TR	Training
VIF	Variance Inflation Factor

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AMALAN PENGURUSAN SUMBER MANUSIA, INTEGRITI, DAN PRESTASI KERJA DALAM KALANGAN PEGAWAI POLIS DI MALAYSIA

ABSTRAK

Kajian ini bertujuan untuk mengkaji hubungan antara amalan pengurusan sumber manusia (HRM), integriti and prestasi kerja dalam kalangan pegawai polis di Polis Diraja Malaysia (PDRM). Kajian ini juga bertujuan untuk mengkaji peranan mediasi keterlibatan dalam kerja, komitmen organisasi, dan kepuasan kerja di antara amalan pengurusan sumber manusia, integriti dan prestasi kerja. Dengan menggunakan teori pertukaran social, kajian ini meramalkan amalan HRM (penyertaan, peluang kerjaya dalaman, latihan, keselamatan pekerjaan, deskripsi kerja, dan penilaian prestasi) dan integriti: prestasi kerja dengan keterlibatan dalam kerja, komitmen organisasi, dan kepuasan kerja sebagai mediasi. Seramai 512 pegawai polis di Malaysia mengambil bahagian dalam penyelidikan ini. Data yang dikumpulkan dianalisa dengan menggunakan perisian “Smart Partial Least Square” (SmartPLS). Hasil kajian ini menunjukkan bahawa amalan HRM dan integriti mempunyai hubungan yang signifikan dengan prestasi kerja. Hasil kajian ini juga menunjukkan bahawa keterlibatan dalam kerja, komitmen organisasi dan kepuasan kerja memediasikan hubungan di atas. Kajian ini memberikan cadangan berguna pada RMP bahawa amalan HRM dan integriti penting untuk meningkatkan prestasi kerja dalam kalangan pegawai polis. Keterlibatan dalam kerja, komitmen organisasi dan kepuasan kerja juga memainkan peranan dalam meningkatkan prestasi kerja. Sumbangan dan kelemahan kajian serta cadangan untuk penyelidikan masa depan dibentangkan.

HUMAN RESOURCE MANAGEMENT PRACTICES, INTEGRITY AND TASK PERFORMANCE AMONG POLICE OFFICER IN MALAYSIA

ABSTRACT

The study intends to examine the relationship between human resource management (HRM) practices, integrity, and task performance among Royal Malaysia Police (RMP) police officers. The study also intends to examine the mediating roles of job embeddedness, organizational commitment, and job satisfaction between human resource management practices, integrity, and task performance. Employing the Social Exchange Theory, the study predicts the outcome of HRM practices (participation, internal career opportunities, training, employment security, job description, and performance appraisal) and integrity: task performance with job embeddedness, organizational commitment, and job satisfaction as the mediating variables. A total of 512 police officers from Malaysia participated in the research. The data collected were analyzed using Smart Partial Least Squares (SmartPLS) software. The findings revealed that HRM practices and integrity are significantly related to task performance. The findings also indicated that job embeddedness, organizational commitment, and job satisfaction mediated the above relationship. The study provided valuable recommendations for RMP that HRM practices and integrity are essential to promote task performance among police officers. Job embeddedness, organizational commitment, and job satisfaction play a role in enhancing task performance. The contribution and limitations of the study, as well as suggestions for future research, are presented.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

This chapter focuses on the background of the study, the problem statement, the research objectives, and the research questions. It will also discuss the significance of the study and define key terms. Finally, the chapter will end with the revelation of the organization of the thesis.

1.2 Background of the Study

Today's advancement in technology has significantly impacted society and the world. With the internet, unlimited amounts of data can be downloaded, stored, retrieved, and used widely. These dynamic changes have resulted in today's knowledge-based society in which human capital, the management of talent, is vital to one's competitive advantage and economic survival (Kozlovitseva, 2020; Widyanty, Daito, Riyanto, & Nusraningrum, 2020; Zhu & Li, 2017). Human capital is a key driver of a nation's economic growth and development and depicts its true wealth (Inclusive Wealth Report, 2012).

The advancement of technology has enabled Royal Malaysia Police (often abbreviated RMP) to take advantage of the information explosion. RMP has also been changing its style to adapt to today's high technology environment. In 2013, RMP signed a five-year Memorandum of Understanding (MOU) with Limkokwing University on cybercrime prevention. The collaboration between RMP and Limkokwing University allows RMP to find creative strategies to overcome the demands of digitalization. Limkokwing University agrees to conduct research, provide training venues, and develop new modules to heighten the Malaysian police officers'

readiness and ability to combat cybercrime. Some essential skills for combating cybercrime include communicating information, online forensics, identifying internet-related crimes, and monitoring suspicious online activities (Letchumanan, 2013).

The police force has existed in Malaysia since the days of the Malacca Sultanate. Royal Malaysia Police (RMP) has been in Malaysia for 209 years (Bukit Aman, 2016). It is a body formed under the federal constitution, and the Inspector General of Police supervises it, and RMP currently has 112,507 police personnel (Bukit Aman, 2016). The regular function of RMP involved law enforcement, order maintenance, and services (Navaretnam, 2011; Subri, 2011). RMP's top priority is the reduction of crime rates in the country (Bukit Aman, 2016). Under the newly launched Government Transformation Program (GTP), the RMP is supposed to reduce the overall crime index by 5% annually until 2020 (Pelan Strategik PDRM, 2015). For example, from 2009 until 2012, the crime rate went 27 percent, down from 575 cases per day in 2009 to 419 cases per day in 2012 (Siddiquee, 2014; Xavier et al., 2016). The crime index dropped 53 percent between 2010 and 2017 (Berita Harian, 2018b).

RMP has introduced a few initiatives, for example, "Op Payung" and Omnipresence, to increase police performance. The "Op Payung" is one method of preventing crime by changing the perspective community and enhancing the performance police (Pengaman, 2014). Omnipresence crime prevents strategy was launched recently from Constables until Superintendent deployed location strategies in Klang Valley. Police officers are required to patrol the street under the NKRA initiatives. This is on top of regular patrol duties carried out by the respective Police Station personal (PEMANDU, 2011). Figure 1.1 demonstrates that the crime rate has reduced significantly (2010-2019) (Jabatan Perangkaan Malaysia, 2020). The decline

in the crime rate (see Figure 1.1) reflects the performance of RMP. In other words, police officers are working hard to combat crimes as one of their core tasks.

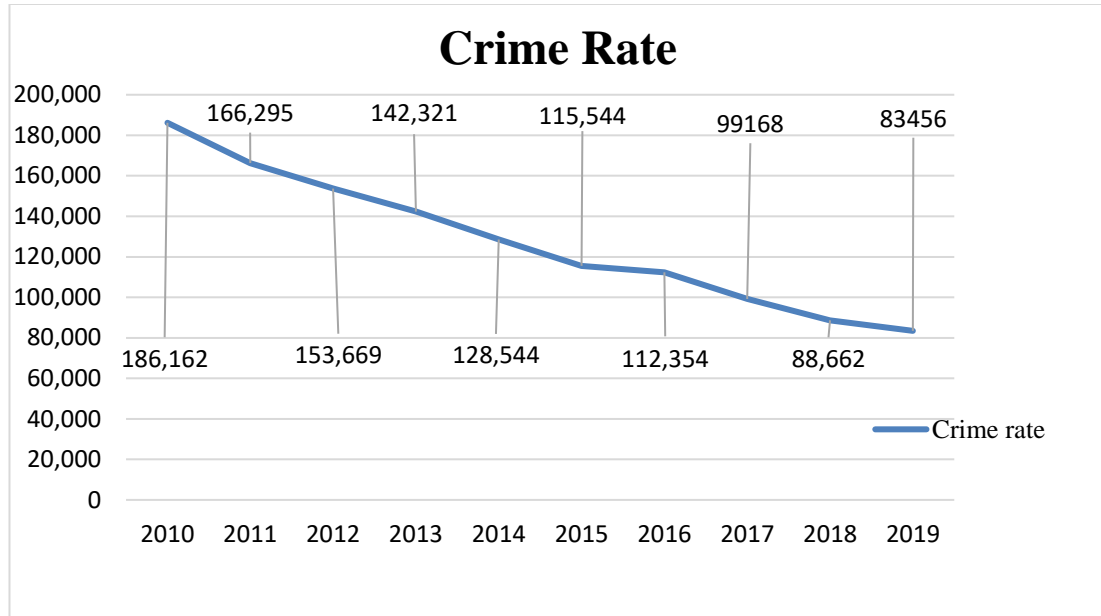


Figure 1.1 The crime rate has reduced significantly over the years (2010-2019)

While restructuring is crucial in modern policing, practices of Performance-based Management (PBM) have been central to managing RMP in advanced countries (US Government Performance and Results Act, 1993). The ability of RMP to reduce crime rates indirectly provides evidence to the public on the effectiveness of RMP, which eventually contributes to the trustworthiness of the police force (Kadir & Jusoff, 2009). Good performance of police officers is expected when providing policing services to Malaysia's society (Pelan Strategik PDRM, 2015). RMP has approached the new management called “Performance-based management” (PBM) to enhance the service (Simeone et al., 2005). PBM is one indicator of performance measurement, strategic planning, and total quality management used by RMP to measure police officers' job performance (Simeone et al., 2005). Besides, it also helps to predict where

crime occurs, map frequently happening crimes (Hot Spot), and measure the relative effectiveness of police response. This data will enable police to know their performance by comparing what works do first and what work does not give effective practices (Metzenbaum, 2006).

Being a police officer is highly stressful (Viegas & Henriques, 2020; McKayDavis et al., 2020). Malaysian police officers are no exception. RMP often faces disciplinary violations and poor job performance (Zakarani & Noor, 2021). Many complaints from the public were related to poor service quality and performance of the police officers (Kadir & Jusoff, 2009; Rahman & Lee, 2019). According to the Malaysian Public Bureau Complaint (PBC), common complaints include police's poor actions, inefficiency and lack of accountability, poor public relations, abuse of power, and others (Public Bureau Complaint, 2021). RMP has received the highest number of complaints, with 388 cases (2014), 343 cases (2015), 387 cases (2016), and 274 cases (2017).

The police force has long been perceived as corruption ridden. A study by Transparency International Malaysia revealed that civilians perceived the RMP as the most corrupted organization among all government agencies (Kadir & Jusoff, 2009). For example, the Malaysian Anti-corruption Commission (MACC) arrested 12 police officers for corruption and power abuse (Bernama, 11 March 2020). The recent news “Retiring Malaysia police chief Tan Sri Abdul Hamid Bador causes ripples with claims of corruptions in senior ranks of force” on 23 March 2021 (The Straits Times, 23 March 2021) is another evidence that police officers’ performance is a serious issue that needs to be addressed. The stunning claim of longstanding corruption in the force sparked calls for open investigations. This resulted in the critics revisiting the Independent Police Complaints and Misconduct Commission (IPCMC), which the

police forces have resisted for some time. The revelation has also got the attention of former police chief Musa Hassan, who claimed that unhealthy past practices within the ranks have persisted.

In addition, the Covid-19 pandemic crisis was a source of intense stress for the world population (Hamouche, 2020). Zhongming et al. (2020) point out that the COVID-19 pandemic presents the global economy with its greatest danger since the financial crisis fell to 2.4% for the whole year, compared to an already weak 2.9% in 2019. The Covid-19 pandemic crisis has also significantly impacted policing, employee work performance, psychological distress, and depression (Hamouche, 2020). To keep the country safe, the service of the police force is critical and undeniable (Yahaya et al., 2012). Moreover, it is not easy for RMP to maintain the country's security and deal with cybercrimes, human trafficking, and white-collar crimes while providing good service to civilians (Yahaya et al., 2012). Kadir and Jusoff (2009) asserted that human resources development is one of the challenges confronting the RMP. This study, thus, aims to examine the relationship between HRM Practices and the job performance of police officers in Malaysia. The job performance of police officers is always the concern of RMP (Yahaya et al., 2012).

HRM practices are widely used to influence employees' attitudes, behaviors, and perceptions to increase performance and reach an organization's desired goals (Meijerink, Beijer, & Bos-Nehles, 2021). According to Nadeem, Riaz, and Danish (2019), HRM practices influence employees' positive work attitudes and behaviors. Farndale, McDonnell, Scholarios, and Wilkinson (2020) reported that HRM practices promote innovation by enabling employees to create, transfer, and institutionalize knowledge. HRM practices can promote job embeddedness, job satisfaction, and organizational commitment (Kee, Ching & Ravindran, 2020). Ghosh and Gurunathan

(2015a) claimed that organizations became interested in using HRM practices to enhance employee commitment, eventually improving job performance and reducing turnover. Researchers in developing countries have contributed to studies of HRM practices and organizational commitment in different sectors. The recent research (Aktar, 2016; Brunetto & Beattie, 2020; Eunice, 2014; Gurlek & Uygur, 2020; Ibrahim & Zulkafli, 2016; Jaskiene, 2015; Kadiresan, Selamat, Selladurai, & Mohamed, 2015; KoC, Cavus, & Saraçoglu, 2014; Scheible & Bastos, 2013; Yang, 2012) have highlighted how HRM practices can help to promote organizational commitment in many diverse business sectors including banking, service industries, technology, corporate governance, education, and Islamic organizations.

Although several similar studies were conducted in developing countries, most looked at HRM practices (Batt, 2002; Bello-Pintado, 2015; Gurlek, 2020; Paauwe & Boselie, 2005). The Royal Commission Police Report (2005) highlighted that HRM practices (such as training and development, selection, and job design) are vital in hiring the right people for the right job. HRM practices can increase job embeddedness and job performance among employees from turnover (Caldwell et al., 1990; Coetzer, Inma, Poisat, Redmond, & Standing, 2019; Martdianty, Coetzer, & Susomrith, 2020; Tian et al., 2016).

This research aims to incorporate HRM practices, integrity, job embeddedness (often abbreviated as JE), organizational commitment, and job satisfaction into assessing the employees' task performance. High-performance organizations can use measurement to anticipate, respond to, and adapt to changing circumstances (de Waal, 2010). In light of this, RMP has taken several measures (such as Performance-based Management) to improve the situation and put the organization on the pedestal as the country's most efficient and primary law enforcement (Pengaman, 2013).

Many studies believe that integrity may reduce the abuse of power, bribery, and corruption (Alam et al., 2018; Arifin & Ahmad, 2017; Bakri et al., 2015; Mathenge, 2014). Insufficient transparency, improper HRM system, and procedural weakness reduce the public sector's integrity score (National Integrity Plan, 2004). It is hoped that RMP, a crucial public sector component, can increase its degree of transparency, demonstrate its accountability, and exercise good governance to enhance its integrity score (National Integrity Plan, 2004). Apart from HRM practices, this research proposes that integrity may promote job performance. One main reason is that police officers have been involved in corruption and bribery over the years, and all these cases are not uncommon to the public.

This study proposes an indirect effect of HRM practices and integrity on job performance via job embeddedness, organizational commitment, and job satisfaction. In addition, this research proposes that job embeddedness, organizational commitment, and job satisfaction are potential mediators of the relationship between HRM practices and job performance. Bowman (2009) collected data from 128 USA police officers in the Southern Police Department and found that job embeddedness mediates the relationship between turnover intentions and leader-member exchange. Mitchell et al. (2001) suggested that a newly proposed variable, job embeddedness, must be included when predicting employee job performance. Similarly, Petrescu and Simmons (2008), Palmer (2006), as well as Paul and Anantharaman (2004) commented that using HRM practices, organizational commitment, and job satisfaction as predictors of job performance is not good enough. Mitchell et al. (2001) proposed the job embeddedness theory to explain “why people stay” and “why people perform” (Bambacas & Kulik, 2013; Burton et al., 2010; Lee et al., 2004; Karatepe & Avci, 2019; Liu, 2018; Rahimnia, Eslami, & Nosrati, 2019; Shah et al., 2020). Lee et

al. (2004) commented that job embeddedness (JE) could explain employee job performance. A study by Sun et al. (2012) on 733 nurses from five hospitals in Heilongjiang Province in China also discovered that the nurses' performance is better because they are more embedded in their job.

Past studies conducted in RMP are related to organizational commitment (Baker, 2017; Hussain, 2013; Zaimy, 2002; Zamri, 2013) and job satisfaction (Awang, 2011; Ismail, 2015; Rozi, 2015; Subri, 2011; Teh, 2016). These studies suggest that job satisfaction and employee organizational commitment in RMP deserve more investigation for good performance in RMP (Awang, 2011; Baker, 2017; Hussain, 2013; Rozi, 2015; Subri, 2011; Zaimy, 2002; Zamri, 2013). Researchers (Chen, 2018; Omar et al., 2020; Paoline & Gau, 2020) reported that job satisfaction and performance are positively correlated. Ibrahim, Sulaiman, Aziz, and Hafidz (2017) revealed that job satisfaction positively correlates with police officers' job performance. Therefore, this research examines the relationship between HRM practices and integrity in employee task performance. In addition, the direct relationship is mediated by job embeddedness, job satisfaction, and organizational commitment.

RMP is vital to the nation because it helps it attain its aspirations. Limited empirical studies are focusing on RMP. This research will contribute to the existing knowledge concerning the inter-relationships among the key constructs under study. The next section will discuss the problem statement.

1.3 Problem Statement

Given the importance of RMP playing a critical role as a law enforcement agency in Malaysia and their contribution to the nation's security and development,

police officers' task performance is consistently the nation's primary concern. Police officers play an important role in a country's economic and social growth (Tengpongsthorn, 2017). The roles and duties of police officers influence the improvement of public safety and a nation's peacefulness. Suppose the police officers perform better at their job, which would positively affect the RMP and its security and development. In other words, the poor performance of police officers would impact the RMP and the nation's security and development. Therefore, this research suggests looking at ways (HRM practices and Integrity) to enhance police officers' task performance as it would positively affect RMP and the national economic and social system development. In addition, this research intends to investigate the indirect effect of HRM practices and integrity on employee job performance via the three mediators, namely, job embeddedness, organizational commitment, and job satisfaction.

Bukit Aman Integrity and Standard Compliance Department have received many public complaints about the police not discharging their responsibilities as law enforcers (The Star, 28 December 2020). Some common examples of police officer poor actions or "inactions" include 1) police did not or were late in filing police reports on road accidents; 2) police officers reduced the summons and traffic compound of the offenders who gave him coffee money; and 3) police officers did not investigate reports made such as cases of snatching handbags, dogs roaming in the area, house thefts, road accidents, and drug addicts occupying empty houses. HRM practices help bridge the gap between employees' performance and an organization's strategic objectives. Human resources development is important because it is an investment in one's employees that will ultimately result in a stronger and more effective workforce. When an organization develops its employees, they strengthen its assets and make them even more valuable. Therefore, RMP should focus on improving the

management and development of their human resources via HRM practices (Yahaya et al., 2012).

Human resources management and performance inadequacies in RMP have existed for two decades (Royal Commission Police Report, 2005). This insufficient use of modern management strategies and tools like competencies-based human resource management and development has hampered the efficient organization and utilization of human resources in RMP and the effective training of police personnel (Royal Commission Police Report, 2005). RMP maintains that it does have insufficient human resources to enable it to discharge its responsibilities satisfactorily. Police responsibilities have increased significantly due to vigorous economic development, social development, the growth in population and the increasing number of townships and residential areas (Tengpongsthorn, 2018). Police officers' attitudes, such as coming late, no commitment, laziness, and no discipline in their overall work performance, have caused problems such as service inefficiency and poor job performance (Yaakub & Yaacob, 2018). It is also supported by other local studies on performance among police officers (Subramaniam et al., 2015; Sulaiman, 2014; Zin, Ibrahim & Noor, 2017) that Malaysian police officers' performance needs to be addressed.

The public is dissatisfied with the conduct and performance of police officers, which has resulted in high incidences of crime, corruption, and abuse of power in RMP since 2005 (Malaymail, 2019; Muhammedally, 2014; Rahman & Lee, 2019; Royal Commission Police Report, 2005). The society's confidence level towards PDRM in preventing crimes was only 53%, and the Safety Perception Index survey also decreased from 47.5% in 2011 to 39% in 2014 (Rashid et al., 2017). Similarly, the 2017 TI-M Global Corruption Barometer survey revealed that 57% of Malaysian

participants perceived the police department as the most corrupt department in public service. In 2017, RMP arrested 21 police officers, including several high-ranking officers, who were in cahoots with drug lords. MACC has arrested 12 police officers. One of them is the head of a police station, which was involved in the protection of illegal massage parlors in the Klang Valley. This is very unfortunate because the police officers are entrusted to act against illegal activities, but instead, they were found protecting the illegal business operators and syndicates.

Furthermore, the Auditor-General Report (2012) indicated that from 2010 to 2012, 309 units of assets worth RM1.33 million were stolen from RMP. They represented 156 handcuffs, 44 firearms, 269 vehicles, 22 radios, 26 walkie-talkies, four computers, six cameras, one smartphone, and 21 miscellaneous items. Thus, why is HRM important to police job performance with the above challenges? The researcher of the present research argues that HRM practices can assist RMP in revamping itself to provide effective and efficient services to society. HRM practices can create a good work culture that ensures all police officers are well-trained and motivated. Many researchers have agreed that training new employees is an important part of successful HRM practice (Delery & Doty, 1996; Eunice, 2014; Gonçalves & Neves, 2012; Jirjahn, 2018; Tabouli et al., 2016). An effective HRM is essential to support the overall strategy of the RMP (Royal Commission Police Report, 2005). RMP needs to consider increasing the entrance qualification for police officers so they can manage difficult situations confidently. Training and development should also be implemented from time to time to ensure that the police officers are knowledgeable and can professionally conduct their day-to-day activities.

Lee (2015) has raised concerns and highlighted that HRM practices in RMP alone are inadequate to solve the police officers' often subjected to corruption and

performance. This research also investigates the relationship between integrity and job performance. The researcher of the present research responds to the call made by former IGP Tan Sri Abdul Hamid Bador calls for RMP to improve police integrity, eventually improving police performance (The Star, 12 Jul 2020). The new IGP Datuk Seri Acryl Sani also urged police officers must meet three criteria: merit (professionalism in doing the job), boldness (not performing something unlawful), and integrity (strong ethical character) (The Star, 10 May 2021). Thus, this study aims to investigate the relationship among the five constructs, namely, HRM practices, integrity, task performance, job embeddedness, organizational commitment, and job satisfaction, from the perspectives of RMP.

1.4 Research Objectives

This research investigates the direct relationship between HRM practices, integrity, and job performance, as well as the indirect mediating roles of job embeddedness, organizational commitment, and job satisfaction. The objectives of this research are:

1. To investigate the relationship between HRM practices (including job description, performance appraisal, training, employment security, internal career opportunities, and participation) and employee task performance.
2. To examine the relationship between integrity and task performance.
3. To investigate whether job embeddedness (organizational fit, organizational links, and organizational sacrifice) mediates the relationship between HRM practices (participation, internal career opportunities, training, employment security, job description, and performance appraisal) and task performance.

4. To investigate whether organizational commitment mediates the relationship between HRM practices (participation, internal career opportunities, training, employment security, job description, and performance appraisal) and task performance.
5. To determine whether job satisfaction mediates the relationship between HRM practices (job description, performance appraisal, training, employment security, internal career opportunities, and participation) and employee task performance.
6. To study whether job embeddedness (comprising organizational fit, organizational links, and organizational sacrifice) mediates the relationship between integrity and employee task performance.
7. To investigate the mediating role of organizational commitment on the relationship between integrity and employee task performance.
8. To investigate the mediating role of job satisfaction on the relationship between integrity and employee task performance.

1.5 Research Questions

Specifically, the research questions are stated as follows:

1. What is the relationship between HRM practices (job description, performance appraisal, training, employment security, internal career opportunities, and participation) and task performance?
2. What is the relationship between integrity and task performance?
3. Does job embeddedness (such as organizational fit, organizational links, and organizational sacrifice) mediate the relationship between HRM practices (job description, performance appraisal, training, employment

security, internal career opportunities, and participation) and task performance?

4. Does organizational commitment mediate the relationship between HRM practices (job description, performance appraisal, training, employment security, internal career opportunities, and participation) and task performance?
5. Does job satisfaction mediate the relationship between HRM practices (job description, performance appraisal, training, employment security, internal career opportunities, and participation) and task performance?
6. Does job embeddedness (organizational fit, organizational links, and organizational sacrifice) mediate the relationship between integrity and task performance?
7. Does organizational commitment mediate the relationship between integrity and task performance?
8. Does job satisfaction mediate the relationship between integrity and task performance?

1.6 Scope of the Study

The research investigates the relationship between HRM practices, integrity, organizational commitment, job satisfaction, and task performance. The study sample was the police officers currently working in seven top total workforce police officers in Malaysia. Kuala Lumpur, Selangor, Johor, Perak, Sabah, Sarawak, and Pulau Pinang have been chosen because it has accounted for 78% of the total workforce of RMP Malaysia. Further details are reported in Chapter 3, pages 80-81.

1.7 Significance of the Study

The significance of the study can be viewed from theoretical and practical perspectives.

1.7.1 Theoretical Significance

First, this study filled the literature gap on the task performance of police officers in the Royal Malaysia Police (RMP). Research (Ahmad et al., 2019, Demrikol, 2020; Kumar, 2020) called for an extension of their research to examine the predictors of task performance of police officers by investigating both personal and situational variables. The research extension by including other variables is needed to assist the Royal Malaysia Police force in the recruitment and retention efforts (Subramanian, 2015). Hence, this study takes the initiative to examine the performance level among the police officers from RMP. Besides, different antecedents, such as HRM practices (participation, internal career opportunities, training, employment security, job description, and performance appraisal) and integrity variables, are used in this study as predictors of police performance and may help to extend new literature on performance. This study also integrates the Social Exchange Theory (SET) and Theory of Planned Behavior (TPB) by examining HRM practices (such as participation, internal career opportunities, training, employment security, job description, and performance appraisal) and integrity as predictors of performance among police officers.

Second, this study explained the mediating impact of job embeddedness, organizational commitment, and job satisfaction on the relationship between HRM practices and task performance. Based on the call for an examination of the task performance of police officers (Bakri, Said, & Karim, 2015; Lee, 2015; Subnamaniam, 2015), the indirect effects between HRM practices and integrity,

differentiated job embeddedness, organizational commitment, and job satisfaction as a mediator, are investigated in this study. Furthermore, police officers' performance has become less stable due to the COVID-19 crisis (Zakarani & Noor, 2021). Therefore, this study hopes to investigate whether JE, OC, and JS mediate the relationship between independent variables and the performance of police officers. Yang, Pu, and Guan (2019) have revealed that using the three mediators (job embeddedness, affective commitment, and job satisfaction) can reveal the 'black box' between entrepreneurial leadership and employee turnover intention. Lee et al. (2004) found that organizational commitment and job satisfaction constructs strongly correlate with job embeddedness loaded on the first factor. The present study adds knowledge to the existing literature review on the mediating roles of job satisfaction, organizational commitment, and job embeddedness.

Third, this research contributes by applying the social exchange theory (often abbreviated SET) and the Theory of Planned Behavioral (TPB) by examining the impacts of stressors and resources on performance among police officers in a research model. Oparaocha (2016) explained SET not only to understand different forms of social transactions based on the results in perceived organizational culture but able to understand the mechanism through which specific transactions and how relationships emerge in such contexts. Helfers et al. (2018) suggested that researchers build extant research by examining different variables to enrich the SET theory. In this study, HRM practices, integrity, JE, OC, JS, and task performance contribute to the body of knowledge in the social exchange theory. Apart from the SET theory, the belief-attitude-behavioral intention model is utilized in the model of this study. Thus, this study contributes theoretically by integrating two theories within the research model.

Finally, Tian et al. (2016) have suggested that future research should also focus on the other important (such as job performance) as job embeddedness theory also focuses on “why people perform” (p.948). Future researchers need to investigate and understand the main effects of good HRM practices and employee job embeddedness on organizational outcomes in diverse contexts. The call is supported by researchers such as Lee et al. (2004), Sekiguchi et al. (2008), and Burton et al. (2010). In a complex model, Slugoski (2008) managed to identify the impact of job embeddedness, organizational commitment, and job satisfaction on employee retention. Organizational commitment was found to have the greatest influence on employee intention to stay, followed by job satisfaction and embeddedness. Hence, the present study examines the link between HRM practices, integrity and work-related outcomes (such as task performance), organizational commitment, job satisfaction, and job embeddedness as mediators to extend the literature to become more compact and viable. This study believes in giving contributing literature on HRM practices in RMP to test theoretical in previous empirical studies.

1.7.2 Practical Significance

The findings of this research can provide insights to the RMP management on the benefits of HRM practices and integrity on police officers’ job performance. Specifically, this research will provide information to the RMP management using proper HRM practices to create a conducive work environment, eventually leading to better job performance among police officers. The findings also may serve as a guide for RMP management to further understand the link between integrity and task performance.

The findings of job satisfaction, job embeddedness, and organizational commitment as mediators may help policy makers and RMP management to understand another alternative to improve task performance among police officers. Given that police occupation is stressful and challenging, a single stressor may not be overwhelmingly dysfunctional, but the aggregate of various stressors may surpass the resources available for an individual to deal with job demands at work, subsequently leading to strain. This research is expected to provide insights to RMP management and policy makers on how HRM practices, integrity, JE, JS, and OC could influence their performance in the future. Thus, the policy makers and RMP management might find this study beneficial.

Besides, HRM practices are becoming more popular (Yasir & Majid, 2020), and critics of current practices of these strategies imply that they focus too much on the individual rather than knowledge, skills, and abilities. The effect erodes the public's confidence in an essential and strategic organ of the government. Hence, building strong HRM practices is important since it is key to promoting high knowledge, skills, and abilities.

The importance-performance matrix analysis (IPMA) is assessed to assist top management, such as Inspector General Polis (IGP), to focus on the variables depending on their scores on importance and performance. The IPMA assist the top management in prioritizing their managerial actions on those variables based on the high scores on the importance and performance. This information is important because they have the strongest impact on performance for improvement in the future. Both integrity and HRM practices can be used to clarify expected behavior and also create future positive behavior. This may help police officers experience a positive work experience by improving their attitudes and behavior, such as their satisfaction,

embeddedness, and commitment level to RMP, which may promote better task performance. Hence, the findings of this variable can provide useful information to RMP management in improving police officers' task performance.

In a public sector like RMP, society always demands good performance and service, including integrity. Police officers with integrity will gain trust, profession, and confidence from the public (Akir & Malie, 2012; Johari et al., 2020; Alam et al., 2019). It means honesty and trustworthiness in performing duties, including avoiding corruption and abuse of power (Armstrong, 2005). It will also make RMP more customer-friendly and give it a new and better image.

Lastly, this study prepares the knowledge and literature on whether increasing job embeddedness, organizational commitment, and job satisfaction could improve the performance and integrity of police officers. The top management and police makers can identify the factors that weaken performance and integrity and allow them to take corrective steps to conserve the benefits of RMP.

1.8 Definition of Key Terms

Task Performance is defined as the core job responsibility of employees (Williams & Anderson, 1991). In this research, task performance refers to the core job responsibility of police officers or their essential duties.

HRM practices are practices and policies required to perform the routines of human resources in an organization that aims to improve organizational performance (Delery & Doty, 1996). The six major elements of HRM practices are job description, training, employment security, participation, international career opportunities, and performance appraisal. Job Description is the extent to which a job is clearly defined. Participation is the condition where police officers are given opportunities to make

decisions and be involved in their work. Internal Career Opportunities refers to promotional opportunities for upward mobility in the work-place. Training is the formal program given to police officers to improve their knowledge and skills related to work. Employment Security is the degree to which police officers could expect to stay in their job over a long period. **Performance Appraisal** refers to the process of regular review of employees' performance.

Integrity refers to values such as honesty, fairness, responsibility, transparency, dedication, efficiency in work, clean and trustworthiness (Alam, Johari, & Said, 2018).

Job Embeddedness refers to the ability of the organization to bind its employees on the job. It is a broad set of influences, encompassing organization fit and job fit, organizational and social links, and financial and social sacrifices that bind an employee to remain on the job and stay with the organization (Mitchell et al., 2001). In this research, the job embeddedness construct only covers the aspect of organizational embeddedness.

Organizational Commitment is the degree of identification of an employee with a particular organization (Mowday et al., 1982).

Job Satisfaction is related to the feeling an employee has about various aspects of the job (Warr et al., 1979).

1.9 Organization of the Thesis

This thesis has five chapters. **Chapter 1** elaborates on the background of the study and the problems and challenges faced by the organization. This is followed by the revelation of the research objectives and questions. The significance of the study and the definition of the key terms were then provided. **Chapter 2** focuses on literature reviews of the study variables' existing literature and the research gaps. It also discusses the underlying theories employed in the study. A research framework is

proposed, and the hypotheses development is presented. **Chapter 3** pays special attention to the research methodology, which comprises research design, research site, population and sample, minimum sample size, unit of analysis, research instrument, data collection procedure, pre-test, and the data analyses procedure for the research. **Chapter 4** reveals the research findings, including determining the validity and reliability of the instruments and the testing of hypotheses. Lastly, **Chapter 5** provides the overall information related to the study and discusses the theoretical and practical implications of the findings, as well as suggestions for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the relevant theories and previous research findings on HRM practices, integrity, task performance, organizational commitment, job satisfaction, and job embeddedness. The literature on HRM practices focuses on the job description, training, employment security, participation, internal career opportunities, and performance appraisal. It also reviews the literature on integrity, organizational commitment, job satisfaction, and employee performance. A research framework is introduced in this chapter, and some discussion on hypotheses development is also included.

2.2 Human Resource Management (HRM) practices

A crucial understanding of human resources management (HRM) practices is important to enhance productivity and competitive advantage. Creating a competitive advantage requires careful attention to the practices that best leverage these assets (Otoo, 2019). Fahim (2018) found that every organization identified HRM practices as a source of business revenues, competitive advantage, and organizational success. An organization always succeeds in its business strategy when it can sustain its competitive advantage over its competitors (Annarelli et al., 2020). This is especially so if the organization succeeds in its business strategy and gains and sustains a competitive advantage. Its HRM practices can enhance productivity by nurturing a highly motivated workforce that constantly upgrades existing skills while acquiring new ones. An organization always succeeds in its business strategy when it can sustain

its competitive advantage over its competitors (Fahim, 2018). To gain a competitive advantage, organizations need to enhance proper HRM practices, improving their information technologies to enable faster dispersion/sharing of information and collaborative product development while instituting cost-saving measures.

Past research focuses on the impact of HRM on employee attitudes and behaviors, such as job satisfaction, organizational commitment, job performance, and employee retention and organizations seeking human resources as a valuable asset (Armstrong, 2010; Bonavia & Marin-Garcia, 2011; Brunetto & Beattie, 2020; Cooke, Dickmann, & Parry, 2020; Gill & Meyer, 2011; Gurlek, 2020). Effectively HRM practices make the employees more satisfied, companies more innovative and develop a more favorable reputation in the community (Gurlek, 2020). Majumder and Hossain (2012) found that a lack of effective HRM practices can reduce employee satisfaction and commitment in the banking sector of Bangladesh. The dimensions of HRM practices (e.g., compensation, job security, career growth and development, training, and work environment) do not equally satisfy the employees in Bangladesh's banking sector. Cooke (2020) has urged the HR professional, consultants, and researchers to develop new shape HRM practices.

HRM is a framework of employment systems. It covers human resource management procedures and policies to maximize employee performance and promote employee commitment to achieving organizational goals (Alagaraja, 2013). HRM is hypothesized to vastly improve individual and organizational performance (Beltrán-Martín & Bou-Llusar, 2018; Gürlek & Uygur, 2019; Jiang et al., 2012a). There has been growing research on HRM practices (Annarelli et al., 2020; Fahim, 2018). Numerous studies have found a significant positive relationship between HRM and

employee job performance and business performance (Huselid, 1995; Knies et al., 2017; Petrovic et al., 2018; Uraon & Gupta, 2020).

Besides, HRM practices also a set of internally consistent policies, practices designed, and implemented to ensure that a firm's human capital contribute to achieve business objectives (Delery & Doty, 1996). Minbaeva (2005) asserted that HRM practices are a tool used by an organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation, and generate organization knowledge to sustain competitive advantage. Schuler and Jackson (1987) posited that HRM practices are a system that attracts, develops, motivates and retains employees to ensure the effective implementation and the survival of the organization and its members. This view appears to be supported by Huselid (1995) who postulated that HRM practices as personnel selection, performance appraisal, incentive compensation, information sharing, mamangement participation, recruiting intensity and more training hours. Similary, Delery and Doty (1996) outlined HRM practices into participation, internal career opportunities, training, employment security, job description, and performance appraisal.

In this research, HRM practices refer to human resource practices that lead to organizational performance (Delery & Doty, 1996). In this study, HRM practices include six practices: participation, internal career opportunities, training, employment security, job description, and performance appraisal. The next section will discuss the first practice, participation.

2.2.1 Participation

Participation refers to a situation where employees can make decisions that can increase employees' perception of work involvement (Delery & Doty, 1996). Several