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Ability-Enhancing Practices and Organisational Performance: Does Justice Perception Moderate the Relationship in The Context of Police Force in Nigeria?

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Abstract

The knowledge, skills, and abilities constituting employee characteristics are often described as the capacity needed by a firm to attain competitive advantage which in turn occasions performance outcomes at various firm's levels. While evidence of significant and insignificant relationships between ability-enhancing practices and performance outcomes at firm's levels has been registered across organisational contexts in human resource management literature, such evidence remains limited and anecdotal in the context of criminal justice system in Nigeria. Using a survey data from 321 police officers, this study investigated the interactional effect of justice perception on the relationship between ability-enhancing practices and performance of police force in Nigeria. The study adopted both descriptive and explanatory designs, and the study instruments were adapted. The validity and reliability of the study instruments were determined via Principal Component Analysis, and thereafter data collected were analysed employing both descriptive and inferential statistical methods with the aid of analytical tool of Statistical Package for Social Sciences. The moderating effect of justice perception was established using PROCESS macro and the results were interpreted using Baron and Kenny's (1986) approach for determining mediation effect. The results of the analysis revealed that the performance of police force in Nigeria was predicted by composite construct of ability enhancing practices, and the relationship was completely moderated by justice perception. The results also revealed significant effects of rigorous recruitment and selection, and coaching on performance of police force, however, insignificant effects of job rotation and mentoring practices were found with performance of police force in Nigeria. The study contributes to the body of empirical knowledge that individual's perception of fairness of the implemented

organisational systems to enhance employee knowledge, skills, and abilities is vital to the attainment of favourable performance outcomes. The institution of Criminal Justice System can leverage on the findings of this study to improve human capital development so as to attain desired performance outcomes.

Keywords: Ability-enhancing practices, justice perception, AMO theory, social exchange theory, performance of police.

Introduction

The global perceptible on policing is that police are an important agent of criminal justice system whose function primarily embraces enforcement of law and order, and maintenance of peace in a society (Maduka, 2014). The capacity of police institution to successfully exercise this function creates among the necessary stakeholders the feelings of legitimacy of police as a law enforcement institution (Bouranta, Siskos & Tsotsolas, 2015). Despite the salient need for and huge investments in policing in a society, the crisis of poor performance rocking police institution has been globally registered (Rosenbaum & McCarty, 2017; Owen, 2014; Van Sluis, Cachet & Ringeling, 2008; Madan & Nalla, 2014). In a Sub-Saharan Africa, especially Nigeria, police have been adjudged of not performing up to optimum efficiency and as a result necessitated several reforms in the last decade to reposition the institution to the tract of performance (Osayande, 2008). The reforms to reposition police institution in Nigeria contained components focussing on improvement of police officers through strategic implementation of employment practices covering recruitment and selection exercise, upward reviewed of total remuneration, training and development programmes, and among others (Naankiel, Christopher, & Olofu, 2012). The implementation of employment practices such as rigorous recruitment and selection exercise and training and developmental programmes is in line with HRM literature that such practices have the potency to enhance human capital that will in turn lead to desired organisational performance (Boselie, 2010). The relationship between human resource management practices and performance outcomes has been empirically evidenced by scholars across organisational contexts, however little or no attention has been accentuated to finding such evidence in a context of criminal justice system such as police institution. In a Nigerian context, investigation into the relationship between practices that enhance employee ability and performance of police remains anecdotal (Alemika, 2008), and in addition the mechanism that determines the strength of the relationship largely remains unexplained. It is against this backdrop that this study empirically investigated the moderating role of justice perception on the relationship between ability-enhancing practices and performance of police force in Nigeria.

Conceptual and Empirical Literature Review

Ability-enhancing Practices and Performance

In HRM literature, scholars have posited that HRM practices do not function in isolation but are implemented as bundles of practices to reinforce the common effects on individuals working in the organisation (Demortier, Delobbe & Akremi, 2014). This position has necessitated the need to investigate the predicting influence of bundling HRM practices on performance. In an attempt to examine the impact of HRM practices on performance, scholars have resorted to mobilising theories so as to comprehend the concept of HRM practices, performance, and how HRM practices generate performance outcomes. The mobilisation of ability, motivation, and opportunity (AMO) theory has given birth to the conceptualisation of some HRM practices as ability-enhancing practices (Jiang, Lepak, Hu, & Baer, 2012). Ability-enhancing practices, drawn from AMO theory, are conceptualised as sets of practices designed and implemented to enhance employees' knowledge, skills, and abilities (KSAs) to perform in their respective organisation (Boselie, 2010). The practices for enhancing employees' ability, as it has been investigated in HRM literature, include rigorous recruitment and selection, training and development, job rotation, coaching, and as well as mentoring (Alfes, Truss, Soane, Rees., & Gatemby, 2013; Karatepe and Olugbade, 2016). These sets of practices are implemented by a way of developing the existing employees' KSAs or by hiring the best people in the labour market (Gardner, Wright, & Moynihan, 2011).

An investigation of HRM practices-performance relationship has shown positive and significant evidence across several organisational contexts. Obeidat, Mitcell and, Bray (2016) found positive correlation between ability-enhancing practices and performance in manufacturing and financial sectors in Jordan. The relationship between ability-enhancing practices and organisational commitment was found to be positively correlated in USA (Gardner, *et al.*, 2011). In an attempt to unearth the 'black box' in the relationship between HRM practices and firm performance, Demortier, *et al.* (2014) found positive relationship between ability-enhancing practices, human capital, and business performance in Luxembourg. These findings of positive relationships were in consonance with previous findings of significant relationship between ability-enhancing practices and performance in Health sector in Netherland (Boselie, 2010) and in manufacturing sector in USA (Applebaum, Bailey, Berge, and Kalleberg, 2000). Asides investigating the influence of ability-enhancing practices as bundles of HRM practices on performance, a number of scholars have examined the effect of individual HRM practices that are believed to enhance employee knowledge, skills, and capacities. Ekwoaba, Ekeije, and

Ufoma (2015) found a significant effect of recruitment and selection on performance of commercial banks in Lagos, Nigeria. In a similar vein, Bashir and Shah (2016) found a significant relationship with employee coaching and organisational performance in Pakistan. The study of Baro (2012) showed that job rotation remained an effective HRM practices for enhancing employee skills and consequently productivity among the library staffers in Niger Delta University in Nigeria. Having established evidence of positive relationship between ability-enhancing practices and performance across several organisational contexts, such evidence has remained limited in the context of police institution in Nigeria. This study therefore investigated the significant effect of ability-enhancing practices on performance of police force in Nigeria.

Justice perception

Justice perception is conceptualised in literature as perception of fairness of allocation distributed and received, the procedure determining the outcomes or allocation received, and the treatment accorded employees in the organisation (Bakhshi, Kumar., & Rani, 2009; Rosenbaum & McCaerty, 2017). Justice perception is often referred to as fairness perception and perceived organisational justice in literature, and it has been investigated in relation to its three components of distributive, procedural, and interactional justice (Murphy, Ramammorthy, Flood, & MacCurtain, 2006). According to Harris *et al.* (2007), distributive justice reflects the perception of fairness of outcomes received, while procedural justice defines the fairness perception of the processes or procedures that determine the outcomes received, and interactional justice reflects the quality of interpersonal treatment (i.e., honesty, respect, politeness) people receive when the procedures or processes of outcomes are implemented.

Justice perception, as revealed by the evidence relating to its investigation in studies, has shown to have functioned as an antecedent of employee attitudinal and behavioural outcomes, and as well as performance outcomes (Kassahun, 2005). Blakely pointed out that the relationship between justice perception and organisational citizen behaviours (OCBs) was moderated by equity sensitivity. This then reveals OCBs as an outcome of justice perception. In a similar vein, organisational justice was found as an antecedent of job satisfaction and organisational commitment by Bakhshi, *et al.* (2009). In addition, justice perception has also been inquired to function as an outcome to organisational characteristics. In the study of Schminke, Cropanzano, and Rupp (2002) fairness perception was examined as an outcome of organisational structure and the relationship was moderated by organisational level. Interestingly, the effects of some actions considered negative in workplace settings can be mitigated by the components of justice

perception. According to Siegel, Post, Fishman, and Garden (2005), the tendency of work-life conflicts to lead to lower organisational commitment was mitigated when organisational justice is perceived high than low in the organisation. In Harris, *et al.*'s (2007) study, it was found that the relationships between organisational politics and turnover intentions became weaker when perception of both distributive and procedural justice is high.

An inventory of studies in justice literature emphasised on fairness of outcomes which encompasses matters that are bound to arise in organisations which may include promotion, decisions, assignment of tasks, allocation of rewards, and any other matters of social exchange (Coetzee 2005). However, explanation on what constitutes the outcomes that are fairly perceived has received limited attention especially from scholars in the field of human resource management. In the study of Bakhshi, *et al.* (2009), job satisfaction and organisational commitment were predicted by the construct of organisational justice, however nothing is known about the outcomes that constitute the construct of fairness perception. In a similar vein, Gosh, Rai, and Sinha (2014) found positive and significant relationship between organisational justice and employee engagement but the outcomes that constitute various components of organisational justice attracted a limited explanation. Moreover, what determines fairness perception was not apparently elucidated but its significant and positive relationships with organisational commitment and job performance were evidenced in the study of Suliman and Kathairi, (2013). Contrary to the aforementioned studies, McAuliffe, Manafab, Maseko, Bowie, and White (2009) operationalised fairness perception to covering HRM systems such as pay, promotion, job assignments, employee relationship, employee involvement, and its positive and significant relationship was found with job satisfaction. There is therefore a need to investigate whether fairness perception of practices that enhance employees' ability to perform will influence the desired organisational performance. As a result of limited attention to the investigation of how employee experienced fairness perception of HRM practices and its effect on performance, this study therefore empirically investigated justice perception as a moderating pathway through which ability-enhancing practices generate performance in the context of police force in Nigeria.

Theoretical Framework and Hypothesis Development

Ability, Motivation and Opportunity Theory

Ability motivation and opportunity theory, as its conceptualised by Applebaum, *et al.* (2000), defines performance as a function of employee ability, motivation, and opportunity ($A+M+O = P$). This theory has a root in Vroom expectancy theory that defined performance as the interactional effect of ability and motivation ($A*M = P$). AMO as a framework emphasised that the desired organisational performance could be attained by employees' ability, motivation, and opportunity to perform in their respective organisations. The mobilisation of AMO in literature appeared to be in twofold: firstly, ability, motivation, and opportunity has been investigated as employee outcomes through which human resource management practices generate performance outcomes (Jiang, *et al.*, 2012). Secondly, HRM practices have also been decomposed into three components as bundles of HRM practices using AMO theory as ability, motivation, and opportunity-enhancing practices (Demortier. *et al.* (2014). Drawing from AMO theory, a number of researchers have provided evidence on how HRM practices-performance is generated. Boselie (2010) decomposed HRM practices into ability, motivation, and opportunity enhancing practices and found its significant effect on HR outcomes such as affective commitment and organisational citizen behaviours (OCBs). In addition, evidence abounds in literature that HR outcomes (attitudinal and behavioural) that generate organisational outcomes (financial and non-financial) can be enhanced through AMO HR practices operationalised from AMO theory (Obeidat, *et al.*, 2016; Vermeeren, 2017; Veth, Korzilius, Van der Heijden, Emans, & De Lange, 2017). However, AMO theory has been criticised for lacking power to prevent overlapping of practices in the decomposed areas, and also its usage in term of context is confined to the western countries which may not make it a universal theoretical framework (Kelliner, Cafferkey, & Townsend, 2019). Moreover, performance is the function of ability, motivation, and opportunity practices ($A+M+O = P$), and therefore, there is need to find out if the difference between performance, motivation and opportunity-enhancing practices will be function of ability-enhancing practices ($A = P - M - O$). In addition, it has been observed in literature that a bundled and coherent HRM practices will generate synergistic effect than individual or single HRM practices (Demortier, *et al.*, 2014) Drawing from the preceding explanation, this study hypothesised that:

H₀₁: Ability-enhancing practices have no significant direct relationship with performance of police force in Nigeria

Ability-enhancing practices are operationalised in this study as a bundle of HRM practices for enhancing employees' knowledge, skills, and abilities, and studies have documented evidence that individual or single

practice has a varied degree of effects on various outcomes at different organisational levels. Drawing from this explanation, this study hypothesised the direct relationships between the various variables that make up the composite construct of ability-enhancing practices and performance outcomes as follows:

H₀₂: Rigorous recruitment and selection practices have no significant effect on performance of police force in Nigeria

H₀₃: Job rotation has no significant effect on the performance of police force in Nigeria

H₀₄: Employee coaching has no significant effect on the performance of police force in Nigeria

H₀₅: Mentoring practice has no significant effect on the performance of police force in Nigeria

Social Exchange Theory

Social exchange theory is traceable to the discussion of reciprocity by Gouldner in 1960 and by extending the idea; Blau (1964) posited that the formation of interdependent relationship is as a result of the feelings of reciprocity. In an attempt to explain the bond that governs employer-employee relationship in organisations, social exchange theory has accorded more attention of researchers in the field of human resource management (Snape & Redman, 2010). Social exchange (SET) theory is an important underlying framework for explaining individual attitudes and behaviour within an organisation (Mateterson, *et al.*, 2000 cited in Harris *et al*, 2009). Research studies have indicated that employees who perceived high level of justice reciprocate with positive attitude and behavioural outcomes such as OCBs, high job performance, job satisfaction, and reduced turnover intention (Harris, *et al*, 2007). Social exchange theory has been supported in HRM-performance research based on the findings that HRM practices are important interventions that signal and communicate to employees that organisation is interested in their well-being, considers them as pivotal members and valued organisational assets, and commits to investing in them beyond short-term basis, and therefore the feelings of obligation from the employees may result to positive attitudinal and behavioural outcomes that may ultimately enhance performance (Allen, Shore, & Griffeth, 2003; Pare & Tremblay, 2007). Performance, as operationalised in this study, is subjectively measured using metrics of both economic and relational rationality (Vermeeren, 2017; Rosenbaum, *et al.*, 2017), and it can be attained via investment in organisational practices for enhancing employees' competencies and professionalism. Drawing from social exchange theory, social exchange relationships can be prompted by organisational justice (Rupp & Cropanzano, 2001). Therefore, fairness perception of actual HRM

practices (recruitment & selection, job rotation, employee coaching, and mentoring) implemented to enhance employee knowledge, skills, and abilities may create feelings of obligation on the part of employees to reciprocate in terms of improved performance. Drawing from the preceding explanation, it may be sufficient to state that justice perception may moderate the relationship between ability-enhancing practices and performance, and therefore this study hypothesised as follows:

H₀₆: justice perception does not have significant moderating effect on the relationship between ability-enhancing practices and performance of police force in Nigeria.

The foregoing hypothesised relationships between ability-enhancing practices and performance are depicted in Figure 1:

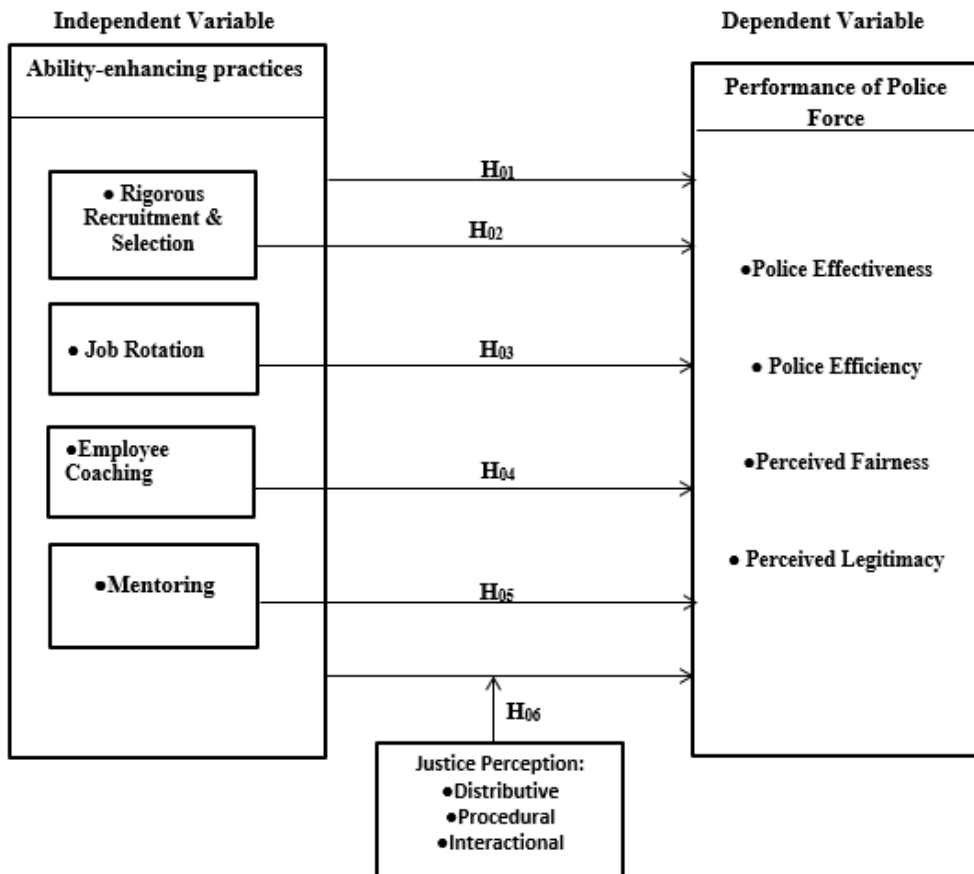


Figure 1: Conceptual framework

Methodology

Research Philosophy and Design

This study adopted a positivism approach and both descriptive and explanatory designs were employed. The study population comprised 6,588 police personnel operating in Ondo State, Nigeria and by employing Yamane's formula, a sample size of 377 was determined. The study participants were selected from the 18 Local Government Areas in Ondo State using multistage sampling technique (purposive, stratified, and random sampling techniques). Data were collected from the participants through self-administered questionnaire and 'drop and pick' method was the collection method. Data from 321 participants were subjected to descriptive and inferential analysis using analytical tool of Statistical Package for Social Sciences (SPSS).

Measures

The study used adapted instruments from previous studies. Ability-enhancing interventions were measured using latent variables of rigorous selection and recruitment with 4-item instruments from Karatepe and Vatankhah (2015), job rotation with 4-item instruments from Paré and Tremblay (2007), coaching and mentoring with 4-item instruments from Tarius (2014). Justice perception was measured based on its components of distributive, procedural and interactional justice with 9-item instruments from Moorman (1991). Performance of police force was measured as police effectiveness and efficiency with 8-item instruments from Kim (2004) and perceived fairness and legitimacy with 6-item instruments from Rosenbaum, *et al.*, (2017). All items were measure on 5-point Likert scale ranging from 5= strongly agree, 4= agree, 3= neither agree nor disagree, 2= disagree, and 1= strongly disagree.

Data Analysis

Validity and Reliability of Research Instruments

The study instruments were adapted from previous studies. These instruments had been previously validated and tested for reliability in the contexts different from where this present study took place. It was then considered imperative to test for validity and reliability of those instruments before further analysis. The validity of the study instruments was ascertained via principal component analysis (PCA). Factor analysis was considered appropriate with given conditions where correlation matrix is showing some correlations of $r = 3$ or greater, Bartlett's Test of Sphericity is statistically significant at $p < .05$, and Keiser-Meyer Olkin value is 0.6 or greater (Pallant, 2005). As shown in Table 1, the conditions necessary for factorability of data were met as the correlation matrix showed some

correlations $r = .3$ and above, KMO sampling adequacy showed values exceeding recommended value of $.6$ (Ability = 0.722 , Justice perception = 0.831 , Performance of police force = 0.841), and Bartlett's Test of Sphericity was significant at $p = 0.000$ for each construct. The study used orthogonal approach via Varimax technique to rotate and interpret the components loadings and each item with loading of $.3$ was retained and considered. The loading of items with $.3$ has been identified as adequate and appropriate for analysis in research study (Pallant, 2005). The PCA revealed two components solution for ability-enhancing practices explaining total variance of 39% with eigenvalue exceeding 1 , two components solution with 60% variance explained for justice perception, and two components solution with 43% variance explained for performance of police. The strong loadings of all the observed variables in various components solution further ascertained the construct and content validity of the instruments adapted in this study. As also shown in Table 1, the internal consistency of the instruments was tested using Cronbach's Alpha (α) coefficient and it was revealed that the recommended alpha coefficient of $.7$ was exceeded (Ability-enhancing interventions = 0.722 , Justice perception = 0.831 , and Performance of police = 0.841), and therefore the study instruments were reliable. The results of the PCA analysis showed that there was no removal of items, and therefore the factorability of 35 observed variables measured the underlying latent constructs of this study.

Table 1: Factor Analysis of Instruments

Variables	KMO	α	Factor Solution	Var. Explained	Bartlett's Test of Sphericity Approx. Chi-Square	Df	Sig
Ability-enhancing Interventions	0.671	0.722	2	38.71	782.546	66	0.000
Justice Perception	0.837	0.831	2	60.16	1251.478	36	0.000
Performance of Police	0.842	0.841	2	45.49	1419.859	91	0.000

Note: $p < 0.05$, $N = 35$

Descriptive Analysis

Demographic Characteristics of the Respondents

Data from 321 respondents analysed and interpreted showed that the percentage of male to female respondents was 61 to 39 respectively. The

distribution of age characteristics showed that 23 per cent of the respondents were in age bracket 20-29, 42 per cent in age bracket 30-39, 21 per cent in age bracket 40-49, and 14 per cent in above 50 age bracket. The distribution in terms of the level of education showed that 69 per cent had degrees in various higher learning institutions, and 31 per cent were holders of Secondary School Certificate. The distribution of work experience showed that 44 per cent of the participants had more than 16-year experience, 23 per cent with 11-15 years of experience in service, 18 per cent with 1-5 years of experience, and 15 per cent with 6-10 years of experience in service. The distribution of rank and file showed that 54 per cent of the respondents were under the category of Junior Police Officers and 46 per cent were under the category of Senior Police Officers (Junior Police Officers-From Constables to Sergeant Major, and Senior Police Officers- Police Inspector to Inspector General).

Descriptive Analysis of Variables

The aggregate mean and standard deviation scores were reported in this study. As shown in Table 2, the aggregate mean and standard deviation scores for ability-enhancing intervention stood at 4.0136 and 0.9607 respectively. The mean score of 4 (agree) on 5-point Likert scale indicated that majority of the respondents agreed to the items measuring ability-enhancing practices. The respondents' agreement is further supported by the mean scores for the variables measuring ability-enhancing practices: recruitment & selection = 4.2822, job rotation = 3.9440, coaching = 4.0187, and mentoring = 3.7772. The standard deviation score of 0.9607 showed a low value which indicated a low variability of responses among the respondents. The mean score of 3.5358 approximates to 4 (agree) on 5-point Likert scale indicated agreement in relation to responses from the respondents on the construct of justice perception. The standard deviation score for justice perception showed moderate variability of responses. Performance of police force had a mean score of 4.0880 (agree) on 5-point Likert scale indicated agreement of responses among the respondents. The standard deviation also showed low variability of responses. The standard deviation scores revealed in the descriptive analysis showed a low variability of responses and therefore indicated that the mean reflects as a true estimator of the population mean.

Table 2: Descriptive Analysis of Variables.

Variables	Mean	Standard Deviation
Ability-enhancing practices	4.0136	0.9607
Rigorous recruitment & selection	4.2822	0.8803
Job rotation	3.9440	0.9854
Coaching	4.0187	0.9536
Mentoring	3.7772	1.0325
Justice perception	3.5358	1.0948
Performance of police force	4.0880	0.8999

Inferential Analysis

Test of Direct Relationships

The direct hypothesised relationships were tested using multiple regression method. As presented in Table 3, the regression coefficient (R) of 0.292 was significant at $p = 0.000$. This therefore indicated that performance of police force was predicted by ability-enhancing practices. The coefficient of determination (R^2) was 0.085 which appeared to be reasonably low, and this indicated that approximately 9 per cent variation in the dependent construct (Performance of police force) was explained by composite construct of ability-enhancing practices. The F-value (7.344) was significant at $p < 0.05$ and therefore indicated a fit between the data and the regression model. As shown in Table 3, at $\beta = 0.703$, $t = 3.747$, and $p = 0.000$, the results are significant, and therefore the hypothesis of no significant effect of rigorous recruitment and selection practice on performance of police force was not accepted. At regression coefficient $\beta = -0.305$, $t = -0.994$, and $p = 0.321$, the results are not significant and therefore the null hypothesis of significant relationship between job rotation practice and performance of police force was not rejected. The null hypothesis of significant relationship between employee coaching practice and performance of police force was not accepted since regression results were significant at $\beta = 0.746$, $t = 2.553$, and $p = 0.011$ ($p < 0.05$). The regression model would then be computed as performance of police force = $40.745 + 0.703$ rigorous recruitment and selection -0.305 job rotation practice + 0.746 employee coaching + 0.068 mentoring practice.

Table 3: Regression Results for Direct Relationships

Goodness of fit		Test Statistics	p-value	
R		0.292		
R-squared		0.085		
Adjusted R-squared		0.073		
F-value		7.344	0.000	
Dependent Construct =Performance of Police				
		Coefficients	t-statistics	p-value
Rigorous recruitment & selection		0.703	3.747	0.000
Job rotation		-0.305	-0.994	0.321
Employee coaching		0.746	2.553	0.011
Mentoring		0.068	0.493	0.622
Constant		40.74	10.011	0.000

Note: p is statistically significant at 95% level of sig.

Test of Moderating and Explanatory Effect

The hypothesis of moderation effect was tested using PROCESS marco (version 3) developed by Hayes (2018). The interpretation of the results of the analysis was done following the decision criteria stated by MacKinnon, *et al* (2002). The decisions criteria state that moderation effect takes place if the values of R^2 and R^2 -change before and after moderation are significant and also with the significant value of the coefficient of the interactive term. In addition, if the coefficients of the independent variable and the moderating variable are not significant but the coefficient of the interactive term is significant, then there is a complete moderation effect, and if the coefficients of both independent and moderating variables are significant but the coefficient of the interactive term is not significant, then the moderating variable is an explanatory variable. As shown in Table 4, at 0.05 level of significance both the coefficients of determination before and after moderation ($R^2 = 0.168$, R^2 change = 0.0138, $p = 0.000$), and the coefficient of the interactive term (0.017, $p = 0.0226$) were significant, and this indicated that there was a moderation effect. Furthermore, the coefficients of both independent variable $\beta = -.398$, $p > 0.05$ (ability-enhancing practices) and moderating variable $\beta = -.429$, $p > 0.05$ (justice perception) were insignificant but the coefficient of interactive term $\beta = .017$, $p < 0.05$ (ability-enhancing practices*justice perception) was significant. This then implies that there was a complete moderation effect. Therefore at 5 per cent level of significant, the null hypothesis of moderating effect of

justice perception in the relationship between ability-enhancing practices and performance of police force was not accepted.

Table 4 Test of Moderating Effect

	R	R ²	F-val.	F	R ²	β	t	Sig.
Model	0.409	0.168	21.270	5.2495	0.0138			0.000
Ability-enh. Practices	-	-	-	-	-	-.398	-1.736	0.0835
Justice perception	-	-	-	-	-	-.429	-1.733	0.2417
AEP*JP	-	-	-	-	-	.017	2.291	0.0226
Performance of police	-	-	-	-	-	63.262	5.945	0.000

Note: AEP*JP (ability-enhancing practices*justice perception)

Discussion and Recommendation

Discussion

Firstly, this study was interested in ascertaining the reality of HRM practices in an institution of criminal justice system such as police force. The overall average mean score for the responses on construct of ability-enhancing practices showed that such practices were implemented in police institution in Nigeria. Therefore, HRM practices such as recruitment and selection, job rotation, coaching, and mentoring are various interventions implemented to enhance performance in police institution in Nigeria. The reality of practices that enhance employee ability was further confirmed by the findings of positive prediction of performance of police force by the construct of ability-enhancing practices. The findings were in consonance with similar findings in prior studies in HRM literature (Boselie, 2010; Vermeeren, 2017; Veth, *et al.*, 2017). Secondly, the study intended to ascertain the significant contributions of each latent variable explaining the composite construct of ability-enhancing practices. The study found that rigorous recruitment and selection, and coaching practices had a direct significant relationship with performance of police force. The findings of significant relationship between recruitment and selection, and employee coaching were consistent with similar previous studies of Ekwoaba, Ekeije, and Ufoma (2015), Obeidat, *et al.* (2016) and Bashir and Shah (2016). However, the latent variables of job rotation and mentoring were found to be insignificantly related to performance of police. These findings of insignificant relationship negated previous findings of significant

relationship in previous studies of Baro (2012) and Athanasiou, Patel, Garas, and Shetty (2016).

This study was majorly interested in finding whether fairness perception of practices that enhanced employee KSAs to perform would generate performance in police institution in Nigeria. Therefore, the findings on moderation effect showed that justice perception completely moderated the relationship between ability-enhancing practices and performance of police. Unlike McAuliffe, *et al.* (2009) that found positive relationship between job satisfaction and fairness perception of HRM practices such as pay, promotion, job assignment, and employee involvement, this study found that the justice perception significantly explained the relationship between ability-enhancing practices and performance of police. The findings of significant moderating effect of justice perception in explaining the strength of HRM practices-performance relationship differentiate this study from previous studies in HRM literature.

Theoretical Implication

This study contributes to HRM literature in many ways: Firstly, several studies have evidenced the positive relationship between ability-enhancing practices and performance in different organisations but such evidence remained limited in police institution. Therefore this study contributes to HRM literature by the findings of significant relationship between ability-enhancing practice and performance in an institution of criminal justice system such as police force. In addition, this study contributes to literature by its findings that the significant effect of individual or single practices on performance differs from one organisation to another. The findings of insignificant effect of job rotation and mentoring practices found in this study were not consistent with significant findings in other previous studies (Obeidat, *et al.*, 2016, Baro, 2012). The findings of this study showed that a bundle of HRM practices generated a superior effect than individual or single HRM practices as implemented in an organisation. The mobilisation of AMO as a theoretical framework would be adjudged as a universal framework for rooting how performance is generated via HRM practices if the issue of contextualisation is factored into consideration (Kelliner, *et al.*, 2019). This study contributes to literature by operationalizing ability-enhancing practices using AMO theory in a non-western context. Moreover, the investigation of HRM practice-performance relationship employing justice perception as a moderating construct has attracted scant attention among scholars. This study breaks this odd and contributes to HRM literature through findings of significant moderating effect of justice perception on the relationship between ability-enhancing practices and performance in the context of police force in Nigeria.

Practical Implication

The findings of this study have some practical implications that can be fused into the system of running an institution of criminal justice system such as police force in Nigeria. Firstly, the study participants (police officers) acknowledged the implementation of practice such as job rotation and mentoring practices but they felt it had no influence on their performance. The Police Administration can therefore redesign and implement the practices of job rotation and mentoring as potential training and developmental tools for enhancing employee knowledge, skills, and abilities. The Administration in charge of police personnel can therefore bank on the findings of this study to improve HR policy relating to practices for enhancing human capital. The findings of this study showed that there is need on the part of those in the administration of police in Nigeria to be transparent and professional in handling and implementing practices for enhancing employee characteristics. This will engender positive perception of police personnel of the willingness of Police Administration to invest in them beyond short-term basis.

Limitation and Implication for Future Research Studies

This study has some limitations that may influence the applicability of its findings. Firstly, the coefficient of determination explaining the relationship between the predicting construct and outcome variable in this study was very small. This indicates that there are other substantial practices that can influence performance in the context of police force in Nigeria. Future researchers can explore other practices that can enhance motivation of employees towards attaining performance. Secondly, this study is cross-sectional and therefore the evidence of correlation effect cannot be akin to causal effect. Future empirical inquiry can be carried out to find causal effect of ability-enhancing practices on performance in the context of police force in Nigeria.

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