

Mediating Effect Of Employee Wellbeing On The Relationship Between Recruitment And Selection Practices And Employee Commitment Of National Police Service In Uasin Gishu County, Kenya

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Abstract

Low employee commitment has been a prevalent issue within the National Police Service (NPS), often leading to negative consequences such as low morale, poor service delivery, and public distrust. Therefore, this study sought to determine the mediating effect of employee wellbeing on the relationship between recruitment and selection on employee commitment of National Police Service in Uasin Gishu County, Kenya. The study was guided by Ability motivation opportunity theory. This study adopted explanatory research design. The sample size of 328 for this study was calculated based on Yamane's formula. The researcher used a questionnaire as research instrument. A pilot study was conducted in national police service in Nandi County. Quantitative data collected using the questionnaires for all the objectives were analysed using descriptive statistics that is frequency, percentages, mean and standard deviation. Inferential analysis was carried through correlation and multiple regression analysis. Analyzed data were presented in form of tables and charts. The study findings revealed that the effect of recruitment and selection practices on employee commitment through employee wellbeing is 0.3041, indicating that for every standard deviation increase in recruitment and selection practices. The study concluded that improving recruitment and selection practices can lead to higher levels of employee wellbeing, which in turn can enhance employee commitment. The study recommended that organizations should focus on improving recruitment and selection practices to enhance employee wellbeing and ultimately increase employee commitment.

Keywords: *Recruitment, Selection Practices, Employee Commitment & Police Service*

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I. Introduction

Background of the study

Employee commitment is a crucial factor in the effectiveness of the National Police Service (NPS) worldwide (Saputra & Mahaputra, 2022). Employee commitment is a multidimensional construct that includes various dimensions such as affective, normative, and continuance commitment. Affective commitment refers to the attachment and emotional bond that employees develop towards their job and organization (Pham, Tučková & Phan, 2019). Normative commitment refers to the sense of obligation and responsibility that employees feel towards their organization and its goals. Continuance commitment refers to the cost of leaving the organization, such as salary, pension, or loss of reputation. The three dimensions of employee commitment have different determinants and consequences (Jaworski, Ravichandran, Karpinski & Singh, 2018).

Employee commitment in the NPS globally has been affected by various factors such as workload, working conditions, compensation, and management practices (Lei et al., 2022). Charoensukmongkol (2022) showed that police officers who have adequate resources, support, and autonomy tend to be more committed to their job and organization. Conversely, police officers who are faced with high work demands, poor working conditions, and inadequate compensation tend to have lower levels of commitment.

In Africa, the HR practices for policing have not been consistent across different countries. Some African countries have adopted modern HR practices aimed at improving employee commitment, while others still rely on traditional practices that hinder commitment (Albrecht, 2022). Such traditional practices include a lack of career advancement opportunities, low salaries, and poor working conditions. In contrast, countries that have

adopted modern HR policies have experienced a boost in employee commitment levels, resulting in better organizational efficiency and effectiveness (Mahmood, Akhtar, Talat, Shuai & Hyatt, 2019).

Employee commitment in the NPS in Kenya is affected by various factors such as low compensation, poor working conditions, corruption, and public scrutiny (Kingoo, 2019). The police service in Kenya is one of the least paid in the region, and this has been a major cause of low employee morale and turnover. Policemen and women have to work long hours, face high risks, and deal with stressful situations, yet receive low salaries and benefits. Corruption is another challenge facing the police service in Kenya, and it has been a major impediment to employee commitment (Hope, 2019). Police officers who are expected to uphold the law and protect citizens are often involved in graft, extortion, and abuse of power. This not only undermines public trust and confidence in the police but also erodes employee commitment and motivation.

According to the Constitution of Kenya (2010), there are three National Security Organs in the country. These are the Kenya Defence Forces (KDF), the National Police Service (NPS), and the National Intelligence Service (NIS). There are also other Security Agencies which include the Kenya Wildlife Service (KWS), Kenya Prison Service, The Kenya Forest Service and the Witness Protection Agency. The NPS derives its mandate from Article 243 of the Constitution of Kenya (CoK) 2010. Further, the Constitution under Article 246 establishes the National Police Service Commission (NPSC) which handles, among other functions, the human resource functions of NPS (Nyanchoga, 2017).

The NPS Act, 2011 makes provision for NPS constitution and mandate. According to the Act, the National Police Service is comprised of the Administration Police Service (APS), Kenya Police Service (KPS), and the Directorate of Criminal Investigations (DCI). While each of the Services and the Directorate has its own distinct functions, the core functions of the National Police Service are: Maintenance of law and order, Protection of life and property, Preservation of peace, Provision of assistance to the public when in need, Prevention and detection of crime, Investigation of crimes, Apprehension of offenders, Collection of criminal intelligence, Enforcement of all laws and regulations with which it is charged and Performance of any other duties that may be prescribed by the Inspector-General under the National Police Service Act or any other written law (Waigwa & Njeru, 2016).

In Kenya, the Police Strategic Plan, 2009 -2013 lists the following as the key performance indicators in the Police Service: crime rate, public safety, level of public confidence in the police and Public satisfaction with service delivery from the police, improved employee welfare and efficient use of available resources. A low crime rate indicates a positive performance while a high one indicates the opposite. Public safety, especially with the modern-day challenges of terrorism, also serves as an indicator of the level of performance in the policing sector. Low levels of public confidence in the police may point out to a performance problem. All these indicators of Police Performance can therefore, be used to measure the level of performance in the NPS (Waweru & Maina, 2019).

Statement of the Problem

The National Police Service (NPS) of Kenya, formed by merging the Kenya Police, Administration Police, and the Criminal Investigation Department, faces significant challenges related to employee commitment, resulting in low morale, poor service delivery, and public distrust. According to the Auditor General's 2019 report, only 56% of police officers felt motivated, with 44% experiencing low morale, 45% expressing job dissatisfaction, and 57% feeling undervalued by their employer. These issues undermine the effectiveness of the NPS, leading to unsolved crimes, increased insecurity, and a negative public image. Although previous studies in Kenya have explored various aspects of human resource management, there is a research gap in examining employee commitment within the NPS. This study aims to address this gap by determining the mediating effect of employee well-being on the relationship between recruitment/selection practices and employee commitment in the NPS in Uasin Gishu County, Kenya.

Research Objective

To determine the mediating effect of employee wellbeing on the relationship between recruitment and selection practices and employee commitment of national police service in Uasin Gishu County, Kenya.

Research Hypothesis of the Study

H₀: Employee wellbeing has no mediating effect on the relationship between recruitment and selection practices and employee commitment.

II.Literature review

Ability Motivation Opportunity Theory (AMO)

Ability Motivation Opportunity (AMO) theory, as proposed by Applebaum et al. (2000) focuses on helping to choose from HRM practices that foster organizational performance (Kellner et al., 2019). According

to Applebaum et al. (2000) proper choice of HRM practices is essential for the conscious shaping of employee abilities that is the selection, hiring, and training, motivation and opportunities to act. HRM practices into three groups: HRM systems that influence ability to perform, motivation to perform, and an opportunity to perform (Pak et al., 2019). Skill enhancing HR practices are aimed at increasing the knowledge, ability, and skill levels within the company, enabling staff to do their job properly (Malik, Froese & Sharma, 2020). HR practices focused on abilities, and that is primarily job selection; and HR practices focused on the development of knowledge and skill, and these can be shaped by interventions, particularly, training and coaching.

AMO theory helps to formulate several implications. First, according to the AMO theory, HRM practices or systems tend to affect organizational performance indirectly, by enhancing individual abilities, motivation, and shaping conditions for creativity, responsibility, and taking an active part in an organization's life (Bos-Nehles, Townsend, Cafferkey & Trullen, 2023). Second, diverse HRM practices impact different elements of AMO, there are some practices that foster abilities, some focus on motivation, and some are considered to impact organizational conditions (Bos-Nehles et al., 2023). Third, the studies on HR practices perceived as the antecedents of AMO are located at the intersection of management, psychology, sociology, and organizational behavior theories (Ujma & Ingram, 2019). Fourth, AMO refers to and entails diverse elements, including skills, abilities, knowledge, commitment, job satisfaction, decision-making, empowerment, responsibility, creativity and innovation, and others (Iftikar et al., 2022). It would be extremely difficult to study all the elements of AMO in one study due to the sheer number of diverse manifestations of AMO; thus, researchers frequently focus on only one AMO manifestation at a time, for example, satisfaction, commitment, knowledge, decision-making, or creativity (Ghosh, 2023).

Relationship between Recruitment and selection practices and employee commitment

Lamba and Choudhary (2018) did a study is to investigate the impact of HRM practices on Organizational commitment of Employees in various sector in India. In this era of highly competitive environment, organizations in Manufacturing sector and Service sector are trying hard to win the mind of customers by providing them value added service and quality innovative products to remain competitive in the market. The study revealed that how HRM practices provide an edge to employee's commitment towards an organization goal in the global competitive market. Through study it is found that HRM practices influence the Organizational Commitment of Employees.

Hussain, Channa and Bhutto (2022) did a study on the impact of recruitment practices on organizational commitment: mediating effect of employer image. The authors received a final sample of 213 from the employees of beverage industry. Using survey-based study, the study finds that recruitment practices including job advertising and managers' recruiting behavior can be superior to developing employer image that positively can value the organizational commitment. The study identifies a significant role of employer image that is mediating between recruitment practices and post recruitment outcome.

Ramki (2017) did a study on the effects of recruitment and selection Practises on retention of teachers in international primary schools in Nairobi County. Findings on the effect of recruitment on retention it was revealed that recruitment channels meaningfully influence retention in international primary schools in Nairobi County, key among them of which include; personal connections, institution websites, Press media (for example newspapers or magazines) and public agencies. The outcomes further reveal that Selection Practices significantly influence retention of teachers in international primary schools in Nairobi County, majorly through such channels as interviews, IQ tests, personality tests and work sample tests and job knowledge tests. The study however focused on employee retention unlike the current study which is on employee commitment.

Wilson and Nuwatuhaire (2018) investigated the influence of recruitment and selection on employee commitment (EC) of university academic staff in a private University in Uganda. Regression analysis revealed that recruitment had a negative and insignificant influence on EC but selection had a mediate positive and significant influence on EC. Therefore, it was concluded that EC was a challenge, recruitment practices were not pertinent as far as promoting EC was concerned but selection practices were applicable to the promotion of EC. The study however focused on University academic staff unlike the current study which is focused on National police service.

III. Materials And Methods

Research Design

This study adopted explanatory research design. Explanatory research is a type of research that is used to investigate how or why a phenomenon takes place (Swedberg, 2020). In the context of the relationship between human resource practices and employee commitment of the National Police Service, explanatory research was used to identify this relationship.

Target Population

The target population was; 6 sub county police commanders (SCPC), 24 officer commanding station (OCS), 6 Staff Officer Administration (SOA), 6 Staff Officer Operations (SOO), 6 Staff Officer Branch (SOB), 57 sergeant, 221 corporal and 971 police constable as per the six sub counties (Uasin Gishu County Nominal Role, 2023).

The sample size for officer commanding station, sergeant, corporal and police constable was calculated based on Yamane’s (1967) formula:

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

Where n is the sample size required

N is the population size =1273

e is the level of precision =0.05

n =1273/ (1+1273*0.05²)

n =304 respondents

Thus, sample size was 304 respondents. Table 1 presents the study sample size.

Table 1 Sample size

Category	Ainabkoi	Kapseret	Kesses	Moiben	Soy	Turbo	Total
SCPC	1	1	1	1	1	1	6
OCS	1	1	1	1	1	1	6
SOA	1	1	1	1	1	1	6
SOO	1	1	1	1	1	1	6
SOB	1	1	1	1	1	1	6
Sergeant	2	2	1	2	1	5	13
Corporal	7	8	5	7	9	18	54
Police constable	43	46	14	21	27	80	231
Total	57	61	25	35	42	108	328

Source: Researcher (2024)

The study employed a stratified sampling technique to ensure a representative sample of the population. Stratified sampling, a type of probability sampling, involves dividing the population into distinct groups or strata based on shared characteristics, and then randomly selecting a sample from each stratum. In this study, the population was divided into six strata representing six sub-counties, further stratified by rank within each sub-county. A proportional random sample was drawn from each stratum, ensuring that all ranks were adequately represented. This approach helps minimize bias by ensuring that subgroups with different mean values for the variables studied are proportionately included. Additionally, key officers such as county commanders and department heads were selected using purposive sampling, a non-probability technique where participants are chosen based on the researcher’s judgment of who can provide the most relevant information.

Methods of Data Collection

The study utilized structured questionnaires for data collection, targeting officers such as station commanders, sergeants, corporals, and police constables. Structured (closed-ended) questionnaires, as defined by Harris and Brown (2019) and Mugenda and Mugenda (2003), consist of a set of predetermined questions designed to gather uniform responses for statistical analysis. The questionnaires were formatted as a 5-point Likert scale, ranging from "strongly agree" (5) to "strongly disagree" (1), facilitating straightforward analysis and ensuring consistency in responses. This method was chosen for its ease of administration, cost-effectiveness, and ability to provide uniform data that is easy to process.

Data Analysis Procedures

After collecting the data, the researcher performed data cleaning to correct any incomplete or inaccurate responses, ensuring data quality. The data was then coded and entered into SPSS (Version 25) for analysis. The study generated quantitative data, analyzed using both descriptive and inferential statistics. Descriptive analysis, including frequencies, percentages, means, and standard deviations, was used to summarize demographic data and identify patterns. Inferential analysis, involving correlation and regression analyses, was conducted to examine the relationships between independent variable (recruitment and selection practices), the dependent variable (employee commitment), and the mediating variable (employee well-being). Correlation analysis

assessed the strength of these relationships, while regression analysis explored the impact of the independent variables on employee commitment, providing insights into the interactions among variables.

IV. Results And Discussion

Descriptive Statistics on Recruitment and Selection Practices

The study sought to determine the effect of recruitment and selection practices on employee commitment. A total of 8 statements were used to determine the effect of recruitment and selection practices on employee commitment and responses were analysed using mean, standard deviation, skewness and kurtosis. Results are shown in Table 2.

Table 2 Descriptive Statistics on Recruitment and Selection Practices

Statements	Mean	SD	Skewness	Kurtosis
1. I am confident that recruitment process is normally fair.	3.62	1.294	-0.759	-.632
2. I believe that the selection process is accurate in assessing skills and abilities.	3.71	1.258	-0.915	-.283
3. I feel recruits are treated with respect and dignity throughout the recruitment and selection process	3.89	1.196	-1.144	.344
4. I am confident that I was hired for the right reasons	3.89	1.149	-1.016	.022
5. I am committed to my current employer	3.95	1.108	-1.326	1.101
6. I am likely to stay with my current employer in long term	3.82	1.150	-0.919	-.179
7. The recruitment and selection process is effective in identifying the right candidate	3.88	1.176	-1.185	.552
8. The recruitment and selection process is effective in retaining the right candidate	3.82	1.184	-1.061	.254

Sources: Research Data (2024)

The study results in Table 2 showed that the respondents agreed that they are confident that recruitment process is normally fair (Mean=3.62, standard deviation=1.294). These findings agree with Ponterio, Keslar and Lakhi, (2022) residency PDs believed that virtual interviews made it easier for their program to comply with duty hours,

Similarly, the respondents agreed that they believe that the selection process is accurate in assessing skills and abilities (Mean=3.71, standard deviation=1.258). Finding is consistent with Chin, Cheah, Liu, Ting, Lim and Cham, (2020) found that the traditional PLS-SEM criteria (goodness of fit (GoF) by Tenenhaus, R2 and Q2) and model fit have difficulty determining the appropriate causal-predictive model. In contrast, PLSpredict, CVPAT and model selection criteria. The study further revealed that the participants agreed that they feel recruits are treated with respect and dignity throughout the recruitment and selection process (Mean=3.89, standard deviation=1.196). A study by Manyange, (2017) found that the MDHS had policies and strategies to promote ethics in its recruitment and selection processes; although these were hampered by weak implementation efforts.

Furthermore, the respondents agreed that they are confident that they were hired for the right reasons (Mean=3.89, standard deviation=1.149). Finding is consistent with Bergmark, Lundström, Manderstedt and Palo, (2018) indicate the value of organizing teacher education programmers drawing on multiple motives, which is expected to contribute positively to completion of teacher education and teacher retention in future profession. Furthermore, the participants agreed that they are committed to their current employer (Mean=3.95, standard deviation=1.108). This finding is consistent with previous research by Čulibrk, Delić, Mitrović and Čulibrk, (2018) shows that job involvement mediates the influence of satisfaction on organizational commitment, but this is a partial mediation and a major part of the effect of satisfaction on the organizational commitment is achieved directly.

However, the participants agreed that they are likely to stay with their current employer in long term (Mean=3.82, standard deviation=1.150). According to Fana, Torrejón Pérez and Fernández-Macías, (2020) show that the employment impact is asymmetric within and between countries. In particular, the countries that are being hardest hit by the pandemic itself. Furthermore, the respondents agreed that the recruitment and selection process is effective in identifying the right candidate (Mean=3.88, standard deviation=1.176). Finding is consistent with Harky, (2018) reveals that recruitment and selection bring competent employees to the organization that will perform their tasks effectively and efficiently to meet organizational goals.

Finally, it was noted that the participants agreed that the recruitment and selection process is effective in retaining the right candidate (Mean=3.82, standard deviation=1.184). The research done by Abdalla Hamza, Jabbar Othman, Gardi, Sorguli, Mahmood Aziz, Ali Ahmed and Anwar, (2021) found that there is no difference in candidates' race and gender in internal promotion at Telecommunication Companies.

Factor Analysis for Recruitment and Selection Practices Results

Principle component analysis was conducted to verify item loadings through which redundant items were identified and omitted from analysis. Eight indicators were proposed to measure the effect of recruitment and selection practices on employee commitment of National Police Service in Uasin Gishu County, Kenya. Results are shown in Table 3.

Table 3 Factor Analysis for Recruitment and Selection Practices Results

Items		Components		
		1	2	
1. I am confident that recruitment process is normally fair.		.714	-.350	
2. I believe that the selection process is accurate in assessing skills and abilities.		.744	-.356	
3. I feel recruits are treated with respect and dignity throughout the recruitment and selection process		.778	-.166	
4. I am confident that I was hired for the right reasons		.578	.491	
5. I am committed to my current employer		.541	.547	
6. I am likely to stay with my current employer in long term		.484	.637	
7. The recruitment and selection process is effective in identifying the right candidate		.636	-.016	
8. The recruitment and selection process is effective in retaining the right candidate		.670	-.350	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.827	
Bartlett's Test of Sphericity		Approx. Chi-Square		
		df		
		Sig.		
		590.892		
		28		
		.000		
Items of factors extracted		Eigen Values	% Variance	Total %
Component 1		3.384	42.298	42.298
Component 2		1.345	16.818	59.116

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Source: Field Data (2024)

The KMO value of recruitment and selection practices on employee commitment of National Police Service was 0.827 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 590.892$, $p < 0.05$) confirmed that data collected for effect of recruitment and selection practices on employee commitment of National Police Service was adequate (Table 3).

Results show that component one (1) had an eigenvalue of 3.384 explaining variance of 42.3%. The second component in Table 4.15 indicated eigenvalue of 1.345, with a percentage variance of 16.8%. All the eight indicators were retained, computed for further analysis. The items extracted loaded highly on two-dimension factors, with component one having four indicators, component two having two indicators.

Correlation Analysis

Correlation analysis is a statistical method used to identify the strength and direction of the relationship between two variables (Senthilnathan, 2019). It provides a numerical value between -1 and +1 that indicates the degree of correlation: A positive correlation (0.5 to 1) means as one variable increases, the other tends to increase. A negative correlation (-0.5 to -1) means as one variable increases, the other tends to decrease. A value near 0 indicates little to no correlation between the variables. Correlation analysis is used to analyze quantitative data from surveys and polls to identify significant patterns, trends, and insights (Nardi, 2018). The study used the correlations to test for direction and strength of the relationship between independent variables and dependent variable. Table 4 present the results.

Table 4 Correlation Analysis

		Employee commitment	Recruitment and selection practices
Employee commitment	Pearson Correlation	1	
Recruitment and selection practices	Pearson Correlation	.764**	1
	N	261	261

** Correlation is significant at the 0. 01 level (2-tailed)

Source: Survey Data (2024)

Findings of the study in Table 4 showed that there was a positive and statistically significant effect of recruitment and selection practices on employee commitment of National Police Service in Uasin Gishu County ($r = 0.764$; $p < 0.01$). This gave an implication that recruitment and selection practices contributed 76.4% increase changes to employee commitment of National Police Service

Mediating Effect of Employee Wellbeing on the Relationship between Recruitment and Selection Practices and Employee Commitment

Mediating effect analysis examines the mechanism by which an independent variable recruitment and selection practices (X) influences a dependent variable employee commitment (Y) (employee commitment) through the mediating variable employee wellbeing (M). It aims to identify and quantify the indirect effect of recruitment and selection practices on employee commitment that goes through employee wellbeing (Hayes, 2018). The main reasons to conduct mediating effect analysis are:

To understand the underlying process or mechanism by which X influences Y. The mediating variable M helps explain how or why this relationship exists.

To determine if the relationship between X and Y is direct, or if it is indirect through M. This provides more nuanced insights compared to just looking at the total effect of X on Y.

To identify potential targets for intervention. If M is found to mediate the X-Y relationship, then changing M may be an effective way to influence Y.

According to Igartua and Hayes, (2021) the general process for conducting mediating effect analysis involves the following steps:

Step 1: Establish that there is a significant total effect of X on Y.

Step 2: Demonstrate that X significantly predicts M (a path).

Step 3: Show that M significantly predicts Y after controlling for X (the b path).

Step 4: Quantify the indirect effect of X on Y through M, which is the product of the a and b paths (a x b).

This analysis was carried out using regression-based approaches like the PROCESS macro developed by Hayes (2012).

Model : 4

Y : Y= employee commitment of National Police Service in Uasin Gishu County

X : X1= recruitment and selection practices

M : M= employee wellbeing

Step 1: Total effect of recruitment and selection practices on employee commitment

The coefficient of determination (R²) and correlation coefficient (R) showed the degree of association between Recruitment and selection practices and employee commitment of National Police Service in Uasin Gishu County. The results are presented in Table 5.

Table 5 Model Summary

R	R-sq	MSE	F	df1	df2	p
0.7639	0.5835	0.34	362.8399	1.0000	259.0000	0.000

Sources: Research Data (2024)

The model explains approximately 58.35% of the variance in employee commitment (Y). The F-statistic is 362.8399, indicating a highly significant model. The p-value is less than 0.0001, indicating that the model is highly significant.

Table 6 Coefficients

Variable	coeff	se	t	p	LLCI	ULCI
constant	0.8749	0.1490	5.8700	0.0000	0.5814	1.1684
Recruitment and selection practices	0.7728	0.0406	19.0484	0.0000	0.6929	0.8527

The constant term is 0.8749, indicating that when recruitment and selection practices are zero, employee commitment is 0.8749 units higher. The coefficient for recruitment and selection practices is 0.7728, indicating that for every unit increase in recruitment and selection practices, employee commitment increases by 0.7728 units. This implies that organizations can strategically enhance workplace engagement and overall performance by prioritizing and refining their recruitment processes to positively influence employee commitment. These findings agreed with Pandita and Ray, (2018) reveals that one of the most effective tools in ensuring that employees stay engaged and committed to their work is talent management, which focuses on retention by analyzing recruitment costs, selection, and attrition-related opportunity costs.

Standardized coefficients

coeff

Recruitment and selection practices .7639

The standardized coefficient for recruitment and selection practices is 0.7639, indicating that for every standard deviation increase in recruitment and selection practices, employee commitment increases by 0.7639 standard deviations. This implies that organizations focusing on enhancing their recruitment and selection

strategies can expect to see meaningful improvements in employee commitment levels, potentially contributing to higher retention rates and overall organizational performance. The study done by Alansaari, Yusoff and Ismail, (2019) found that employee commitment as a key factor which affects the relationship between recruitment process and organizational performance.

Demonstrate that Recruitment and Selection Practices significantly Predicts Employee Wellbeing (a path).

Table 7 Model Summary

R	R-sq	MSE	F	df1	df2	p
0.6664	0.4441	0.503	206.9479	1	259	0.000

The model explains approximately 44.41% of the variance in employee wellbeing (M). The F-statistic is 206.9479, indicating a highly significant model. The p-value is less than 0.0001, indicating that the model is highly significant.

Table 8 Coefficient

	Coefficient	Standard Error	t-statistic	p-value
Constant	1.1723	0.1813	6.4666	0.000
Recruitment and selection practices	0.7099	0.0493	14.3857	0.000
coeff	.6664			

The constant term is 1.1723, indicating that when recruitment and selection practices are zero, employee wellbeing is 1.1723 units higher. The coefficient for recruitment and selection practices is 0.7099, indicating that for every unit increase in recruitment and selection practices, employee wellbeing increases by 0.7099 units.

The standardized coefficient for recruitment and selection practices is 0.6664, indicating that for every standard deviation increase in recruitment and selection practices, employee wellbeing increases by 0.6664 standard deviations.

These results suggest that recruitment and selection practices have a significant positive impact on employee wellbeing, which in turn positively affects employee commitment in the National Police Service in Uasin Gishu County, Kenya. These findings agreed with Mutai (2023) revealed that occupational hazards accounted for 87.6% of the variance in performance of police officers in Uasin Gishu County, Kenya.

Step 3: Show that M significantly predicts Y after controlling for X (the b path).

Table 9 Model Summary

R	R-sq	MSE	F	df1	df2	p
0.8362	0.6993	0.2465	299.9287	2.0	258.0	0.000

R-squared (R²) indicates that 69.93% of the variance in employee commitment is explained by the model (including recruitment and selection practices and employee wellbeing). F-statistic (F) is significant (p-value = 0.0000), suggesting the model statistically explains employee commitment better than chance.

Table 10 Coefficients

	coeff	se	t	p	LLCI	ULCI
Constant	0.3668	0.1368	2.6820	0.0078	0.0975	0.6361
Recruitment and selection practices	0.4651	0.0463	10.0393	0.0000	0.3739	0.5563
Employee wellbeing	0.4334	0.0435	9.9651	0.0000	0.3478	0.5191

The constant term is 0.3668, indicating that when recruitment and selection practices and employee wellbeing are zero, employee commitment is 0.3668 units higher. This indicates that although recruitment and selection practices and employee wellbeing are important contributors to employee commitment, other external factors also help sustain a fundamental level of commitment. These findings agreed with Ahmad, (2018) reveal employees' subjective evaluation to the intrinsic and extrinsic factors of job contribute to the formation of their reciprocal perspective of psychological attitude toward its job and organization characterized as their job satisfaction and organizational commitment.

The coefficient for recruitment and selection practices is 0.4651, indicating that for every unit increase in recruitment and selection practices, employee commitment increases by 0.4651 units. This implies that there is a positive relationship between recruitment and selection practices and employee commitment. Mahmood Aziz, Jabbar Othman, Gardi, Ali Ahmed, Sabir, Burhan Ismael and Anwar, (2021) found that job satisfaction has a positive impact on employee commitment.

The coefficient for employee wellbeing is 0.4334, indicating that for every unit increase in employee wellbeing, employee commitment increases by 0.4334 units.

Standardized coefficients
coeff

Recruitment and selection practices .4597
Employee wellbeing .4563

The standardized coefficient for recruitment and selection practices is 0.4597, indicating that for every standard deviation increase in recruitment and selection practices, employee commitment increases by 0.4597 standard deviations. The standardized coefficient for employee wellbeing is 0.4563, indicating that for every standard deviation increase in employee wellbeing, employee commitment increases by 0.4563 standard deviations.

These results show that both recruitment and selection practices and employee wellbeing have significant positive relationships with employee commitment. This suggests that improving recruitment and selection practices and fostering employee wellbeing can contribute to a more committed workforce within the National Police Service. These findings agreed with Sivapragasam and Raya, (2018) statistically significant relationship was found between Human Resource Management practices and employee-level outcomes such as perceived efficacy, engagement, and employee well-being, with employee well-being serving as a mediating factor.

Total, Direct, and Indirect Effects of Recruitment and Selection Practices on Employee Commitment

Table 11 Total effect of Recruitment and Selection Practices on Employee Commitment

Effect	se	t	p	LLCI	ULCI	c'_cs
0.7728	0.0406	19.0484	0.0000	0.6929	0.8527	0.7639

The total effect of recruitment and selection practices on employee commitment is 0.7728, indicating that for every unit increase in recruitment and selection practices, employee commitment increases by 0.7728 units.

Table 12 Direct effect of Recruitment and Selection Practices on Employee Commitment

Effect	se	t	p	LLCI	ULCI	c'_cs
0.4651	0.0463	10.0393	0.0000	0.3739	0.5563	0.4597

The direct effect of recruitment and selection practices on employee commitment is 0.4651, indicating that for every unit increase in recruitment and selection practices, employee commitment increases by 0.4651 units.

Table 13 Indirect effect(s) of Recruitment and Selection Practices on Employee Commitment:

Effect	BootSE	BootLLCI	BootULCI
Employee wellbeing	0.3077	0.054	0.2075

The indirect effect of recruitment and selection practices on employee commitment through employee wellbeing is 0.3077, indicating that for every unit increase in recruitment and selection practices, employee wellbeing increases by 0.3077 units, which in turn increases employee commitment by 0.3077 units. These implies that recruitment and selection practices have an indirect positive effect on employee commitment through the mediating role of employee wellbeing. Jawaad *et al*, (2019) reveals that relationship of “Recruitment and Selection”, “Training” and “Work Environment” is complementarily mediated by “Job Satisfaction”.

Table 14 Completely standardized indirect effect(s) of Recruitment and Selection Practices on Employee Commitment:

Effect	BootSE	BootLLCI	BootULCI
Employee wellbeing	0.3041	0.0503	0.2106

The completely standardized indirect effect of recruitment and selection practices on employee commitment through employee wellbeing is 0.3041, indicating that for every standard deviation increase in recruitment and selection practices, employee wellbeing increases by 0.3041 standard deviations, which in turn increases employee commitment by 0.3041 standard deviations.

These results show that recruitment and selection practices have a significant positive relationship with employee commitment. Furthermore, there is evidence of a mediation effect by employee wellbeing. This means that some of the positive effect of recruitment and selection practices on employee commitment is explained by

the impact these practices have on employee wellbeing, which in turn leads to higher employee commitment (Murray & Holmes, 2021).

V. Conclusions And Recommendations

In conclusion, recruitment and selection practices have a significant positive impact on employee commitment. Organizations that prioritize effective recruitment processes can expect to see increased commitment levels among their employees. Employee wellbeing plays a crucial mediating role in the relationship between recruitment and selection practices and employee commitment. Recruitment practices that foster employee wellbeing contribute to a more committed workforce. There is a direct effect of recruitment and selection practices on employee commitment. Even after accounting for the mediating effect of employee wellbeing, recruitment practices still have a positive influence on commitment. Recruitment and selection practices and employee wellbeing are initiatives for building a committed workforce within the National Police Service. By focusing on attracting and selecting the right people and fostering their well-being, the police service can create a more engaged and effective team.

Recommendations

Based on the conclusions drawn from the study, the following recommendation was proposed: Prioritize effective recruitment and selection processes to foster higher levels of employee commitment. This includes ensuring a fair and thorough selection process that accurately assesses candidate capabilities. Integrating diversity and inclusion considerations into the recruitment and selection practices and implementing transparent and consistent recruitment practices build confidence in the fairness of the process. This can be achieved through clear guidelines and unbiased evaluation criteria.

Suggested Areas of Further Study

The study was conducted in the context of the National Police Service. Further research could examine whether the relationships between recruitment/selection practices, employee wellbeing, and commitment hold true in other organizational settings, such as the private sector or different public sector agencies. Replicating the study in diverse contexts would help establish the generalizability of the findings.

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