

## **Does Hrm Practices And Integrity Impact Performance In Malaysia: The Mediating Role Of Job Satisfaction**

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### **Abstract**

The article describes a new method research aims to investigate the HRM practices and integrity as a determinant for police officers' performance in Royal Malaysia Police (RMP) in Malaysia. Thus, this research aims to find out the HRM practices and integrity in RMP in terms of its effectiveness in managing police officers. This study is using the survey research design. The study population involves 369 police officers who are currently working in Royal Malaysia Police (RMP) in the Klang Valley located in Kuala Lumpur and Selangor. The total of the responses was collected directly using a structured questionnaire. Data were analyzed using the SmartPLS 3.2.9 software. The results of our analysis have confirmed the following: (1) HRM practices and integrity have a positive and direct relationship with police officers' performance, and (2) HRM practices and integrity have an indirect relationship with performance mediated by job satisfaction. Based on our findings, it can be summarized that information mediates the linkage between HRM practices and performance, which is empirically significant. Also, information significantly mediates the connection between integrity and performance. Therefore, the study findings work as evidence about new realization among the RMP police officers in Malaysia about the importance of adapting the HRM practices and integrity in public sector.

**Keywords:** HRM Practices, Integrity, Job Satisfaction, Performance

### **1. Introduction**

A crucial understanding of human resources management (HRM) practices is vital to enhance productivity and competitive advantage. An organization always succeeds in its business strategy when it can sustain its competitive advantage over its competitors over a period of time [1]. Fahim [2] found that every organization identified HRM practices as a source of business revenues, competitive advantage, and organizational success. Most researchers focus on employees' human resources outcomes, such as employee satisfaction, employee commitment, employee performance, and employee retention due to globalization. In addition, organizations seek human resources as a valuable asset whereby the knowledge, skills, and abilities of human resource management practices are regarded as competitive advantage [2], [3], [4]. Effective HRM practices will make the employees more satisfied and have a positive influence on their work behavior. Additionally, HRM practices not only succeed in its business strategy but also improve employees satisfaction in terms of their job, personal and workplace characteristics [5], [6]. HRM practices are also being widely used in the public sector as determinants of employees' performance [7], [8], [9].

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Another issue that has the most influence and perception among civilians is lack of integrity and accountability [10]. Each police officer has a different presumption and tendency to uphold the value of integrity as a police officer's behavior and attitude which depend on their own value during their service as a police officer. s' Police officers' job satisfaction is important to be assessed because it is a crucial factor in realizing police integrity. Several studies have shown that integrity is positively related to job satisfaction [11], [12], [13], [14], [15], [16]. Nowadays, organizations have realized that employees are the essential resources needed to achieve organizational vision and mission. Most organizations try to understand and build up HRM practices and integrity to influence employees behavior and attitudes [17], [18], [19], [20], [21].

However, civilians have a negative perception among police officers due to their low performance, lack of accountability and integrity. This study focused more on understanding the effect of HRM practices and integrity among police officers, especially in Kuala Lumpur, Malaysia.

## A. HRM practices and Performance

The change in the global market has created an environment that required more immediate service delivery and current constituents [22]. In the service sector, which includes police officers, high knowledge and skills are needed to deliver quality services to the customers. This means that the HRM practices can motivate employees to practice positive attitude, which influences performance. Rasool et al. [21] asserted that employees must continuously be given extensive training based on globalization challenges. This type of training will make employees acquire more knowledge, skills, and abilities, which will help organizations enhance their performance in the future. Simatupang [23] posited that job description is more effective in improving performance. Malik and Lenka [9] found out that career opportunities have more impact in improving the public sector in Malaysia. Many organizations have selected to adopt the newly shaped HRM practices in their various business domains. Thus, we propose that:

H1: HRM practices have a positive relationship with performance.

## B. Integrity and Performance

Integrity is an essential component related to the level of completeness, honesty, uprightness, and strong moral principles (Othman et al., 2014). Usually, integrity can be a value that is abstract or can be seen through employee behavior. Through employee behavior, organizations can understand the difference between integrity and unethical behavior. According to Abun et al. [24], big corporations such as ENRON, WorldCom, and Parmalat collapsed due to fraud and not because of financial difficulties. This clearly highlights the value of integrity, where its absence causes big corporations to collapse. Integrity is a part of every organization's values; thus, it is the indicator of organizational performance. In Malaysia, integrity has been part of the public sector's core values [25], [26]. The concept of integrity has been used in many fields such as HRM, leadership, and behavior [27], [28]. Therefore, we propose that:

H2: Integrity has a positive relationship with the performance.

## C. Job Satisfaction and Performance

Several studies have found a positive relationship between job satisfaction and performance [29], [30], [31], [32]. Employee outcomes such as job satisfaction and commitment should be considered in the study to retain professional talents. Researchers claimed that organizations became interested in enhancing employee satisfaction to improve performance and reduce the turnover problem [33], [34], [35]. Researchers agree that keeping adequate levels of job satisfaction is necessary for the satisfactory job performance of police officers as it has an impact on RMP's success [30], [36], [37], [38]. Thus, we propose that:

H3: Job satisfaction has a positive relationship with performance.

H4: Job satisfaction mediates the relationship between HRM practices and performance.

H5: Job satisfaction mediates the relationship between integrity and performance.

## 2. Method/ Material

This research employed the survey research design. This study's population involved 369 police officers who are currently working in Klang Valley located in Kuala Lumpur and Selangor. This study will employ purposive sampling. All the data were analyzed using SmartPLS 3.2.9 software.

**A. Measures of Variables**

HRM practices were measured using 5-items with Cronbach’s alpha = 0.87, adapted from Delery and Doty [40]; meanwhile, integrity was measured using 6-items with Cronbach’s alpha = 0.90, adapted from Alam et al. [25]. Job satisfaction was measured using 5-items with Cronbach’s alpha = 0.82, adapted from Warr et al. [41] and performance was measured using 5-items with Cronbach’s alpha = 0.85, adapted from Williams and Anderson [42]. All measurements were based on a 7-point Likert scale ranging from “1 = Strongly Disagree to 7 = Strongly Agree,” except for integrity which was measured using a 5-point Likert scale. All the measurement items were adapted from previous studies.

**B. Measurement Model**

Table 1 shows the results of Cronbach alpha (CA), composite reliability (CR), average variance extracted (AVE), and variance inflation factor (VIF) values. All constructs for outer loading, Cronbach alpha, and composite reliability shows the value of above 0.7. This is in accordance with the acceptable internal consistency [43], [44]. The average variance extracted (AVE) also load 0.5 above mean acceptable [45]. The variance inflation factor (VIF) values were also inspected to measure whether an independent variable is highly correlated with other independent variables. If the VIF value is 5 or higher, it indicates a potential collinearity problem [46]. The VIF values in this study are reported to be loaded between 1.147 to 1.262, which is acceptable. Predictive relevance (Q<sup>2</sup>) is also reported to be above zero, which supports the model’s predictive relevance for endogenous construct [44]. Hence, all the constructs have satisfactory values, which shows that the constructs used in this study are reliable. Therefore, all constructs have acceptable discriminant validity [47].

Table 2 shows that all bolded diagonal loadings are higher than their vertical counterparts. All the correlations between the constructs and the values of the square root of the AVE loaded above 0.50, which implies that all of the diagonal values are significant than the correlation among the variables [43], [44]. Additionally, heterotrait-momotrait ratio correlation (HTMT) was employed to assess discriminant validity, which can create blocks of model evaluation [47]. As shown in Table 3, the maximum value of HTMT is 0.463, which is below 0.85. This states that the hypothesized structural path is real and discriminant validity is established [48].

**Table 1** Analysis of the Measurement Model

Constructs	Items	Loading	CA	CR	AVE	VIF	Q <sup>2</sup>
HRM Practices	HRM 1	0.785	0.874	0.914	0.727	1.147	0.537
	HRM 3	0.865					
	HRM 4	0.885					
	HRM5	0.872					
	HRM6	0.872					
INT	INT 2	0.873	0.902	0.928	0.720	1.231	0.573
	INT 3	0.893					
	INT 4	0.857					
	INT 5	0.795					
	INT 6	0.820					
	INT 7	0.820					
JS	JS 1	0.787	0.817	0.880	0.647	1.262	0.409
	JS 2	0.827					
	JS 4	0.745					
	JS 5	0.854					
	JS 6	0.854					
PE	PE 1	0.741	0.852	0.894	0.627	1.159	0.439
	PE 2	0.826					
	PE 3	0.782					
	PE 4	0.738					
	PE 5	0.869					

Note: HRM2, INT 1, JS3, TP6 were deleted due to low loading.

HRM practices= HRM; Integrity = Inter; Job Satisfaction= JS; Performance= PE

**Table 2** Fornell-Larcker Criterion

Constructs	1	2	3	4
HRM Practices	0.853	-	-	-
Integrity	0.280	0.848	-	-

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Job Satisfaction	0.317	0.403	0.804	-
Performance	0.263	0.279	0.257	0.793

**Table 3** HTMT Criterion

Constructs	1	2	3	4
HRM Practices	-			
Integrity	0.311	-		
Job Satisfaction	0.376	0.463	-	
Performance	0.299	0.315	0.297	-

All the 369 samples were run through bootstrapping, which involved 5000 samples. Table 4 shows the results of the structural equation model. The findings show that the R2 value is 0.21, which means that HRM practices and integrity explain 21% of the police officers' performance variation.

Meanwhile, job satisfaction indicates that the R2 value is 0.13. Cohen [49] stated that R2 of 2% is considered small, R2 of 13% is considered medium, and R2 of 26% is considered large. In this study, the R2 value is deemed to be large. According to Ellis [50], a small effect size is regarded as meaningful and appears in major arts, humanities, and social science studies because human behavior cannot be accurately predicted.

Table 4 below shows the direct effect of HRM practices ( $\beta = 0.226$ ,  $p < 0.01$ ) and integrity ( $\beta = 0.341$ ,  $p < 0.01$ ). Integrity has been found to have a significant effect on performance. Therefore, it supports H1 and H2. The result indicates that integrity is a stronger predictor of performance compared to HRM practices. Job satisfaction also shows a significant relationship with performance ( $\beta = 0.130$ ,  $p < 0.01$ ). Thus, H3 also supported.

Table 5 below shows the indirect effect of job satisfaction on performance. The bootstrap analysis showed that the indirect effect ( $\beta = 0.226 * 0.130 = 0.029$ ), with the t-value 2.064. It can be concluded that the job satisfaction mediates the relationship between HRM practices and performance. Hence, H4 is supported. The same producers are repeated to examine the indirect effect of integrity on performance. The indirect effect ( $\beta = 0.341 * 0.130 = 0.044$ ), with the t-value 2.191. Thus, H5 is supported.

**Table 4** Direct Effect

Path Analysis	Beta	SE	t value	p value	F2	LLCI 5%	ULCI 95%	R2	Q 2	Result
HRM->JS	0.226	0.044	5.022**	0.000	0.03	0.146	0.292	0.208	0.131	Accepted
INT->JS	0.341	0.047	3.338**	0.001		0.262	0.416			Accepted
JS->TP	0.130	0.054	2.421**	0.016	0.03	0.040	0.215	0.129	0.075	Accepted
HRM->TP	0.172	0.052	3.338**	0.001		0.081	0.250			
INT->TP	0.178	0.049	3.618**	0.000		0.093	0.255			

Note: \*  $P < 0.05$ ; \*\*  $P < 0.01$

**Table 5** Indirect Effect

Indirect Effects	Beta	SE	t value	p value	Decision
HRM->JS->TP	0.029	0.014	2.064*	0.039	Mediation
INT->JS->TP	0.044	0.020	2.191*	0.029	Mediation

Note: \*  $P < 0.05$ ; \*\*  $P < 0.01$

### 3. Findings And Discussion

This study has demonstrated that job satisfaction mediates the effect of HRM practices and integrity on police performance. The finding is supported by previous studies which reported that HRM practices and integrity have contributed to employees performance [51], [52], [53]. Meanwhile, this study also emphasize that job satisfaction is related to fair pay and reward benefits to enhance performance. The present study also provides information for organizations to understand how and where it is necessary to retain police force loyalty.

### 4. Limitations

This study has some limitations. First, the study is limited to the population of police officers. The sample includes Klang Valley, Kuala Lumpur, and Selangor only. It means that the sample of police officers does not represent other police officers in other states in Malaysia. Second, this study is a cross-sectional study and may

be constrained between variables because data was collected at the same time [54]. This restriction can be partly addressed by depending on a theory to establish and explain the variables' causal relationships [44], [55]. Third, this study only focused on the constructs of HRM practices, integrity, and job satisfaction. Thus, the results have shown that most police officers are dissatisfied with the work environment, burnout, work burden, and leadership, which are significantly correlated with job performance.

### 5. Significance Of The Study

This study's outcome suggests valuable recommendations to the top management in the RMP with regards to the police officers. This suggestion is directed to the top management in charge of HRM practices and integrity in RMP to achieve better performance.

Besides, this study has contributed empirically in terms of understanding the influences (motivations) of police officers' behavior and attitude. The top management can use this information as a guideline and strategy to develop Royal Malaysia Police's performance.

Lastly, examining the mediating roles of job satisfaction in this study has helped plug the literature gap. Examining the mediating roles of job satisfaction helps improve and enhance the mechanism on how the HRM practices and integrity influence performance.

### 6. Conclusion

It can be concluded that HRM practices and integrity contribute significantly in explaining performance. The results show that integrity is a strong determinant of performance, which is statistically significant. The mediating role of job satisfaction can also help other researchersto expand the research model in the future. According to the result, it can be concluded that mediation effect of the job satisfaction between integrity and performance is positively relevant. The results also prove that integrity is more determinant of performance than HRM practices. The study also provided strongly recommendations for top management RMP to focus on planning, managing, and developing exceptional police officers to overcome the shortage of talented police officers. Consequently, the RMP is expected to retain the best talents successfully.

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