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ARTICLE

Human Resources Policies and Employee Performance: Evidence from Federal Neuro-Psychiatric Hospital, Yaba, Lagos.

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Abstract

Employee performance is a fundamental driver of organizational success. Various factors influence performance, including the implementation of effective human resource policies that shape the management and development of employees to maximise their potential and contribute to organizational goals. This study aimed to investigate the effect of human resource policies and employee performance at the Federal Neuro-psychiatric Hospital, Yaba, Lagos, by examining the relationship between employee engagement and employee efficiency, organisational culture, and teamwork and collaboration. The sample size for the study was 289, and a structured five-point Likert-type questionnaire was used for data collection. Regression analysis was used to determine the effects of study indicators. The results showed that both employee engagement and organisational culture had a significant effect on employee efficiency, teamwork, and collaboration, with coefficients of determination $r=0.380$ and $r=0.318$, respectively. The study highlights a notable impact of employee efficiency and engagement within the organisation, which indicates that well-designed human resource policies positively influence employee efficiency, leading to improved overall performance. This suggests that a strong and positive organizational culture coupled with effective teamwork and collaboration fosters higher levels of employee productivity and performance. Based on these findings, given the significant effect of employee efficiency and engagement on overall performance, organisations should focus on strengthening their employee engagement initiatives. This can be achieved by fostering a positive work culture that encourages open communication, the recognition of achievements, and opportunities for professional growth.

Keywords: Employee Efficiency, Employee Engagement, Employee Performance, Human Resources Policies, Organisational Culture, Teamwork & Collaboration.

JEL: C58, F43, R42

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1. Introduction

Employee performance is a fundamental driver of organizational success. Various factors influence performance, including the implementation of effective human resource policies that shape the management and

development of employees to maximise their potential and contribute to organizational goals (Bhatia & Sharma, 2020). In essence, employee performance refers to the level of achievement and effectiveness demonstrated by

an employee in carrying out their job responsibilities and meeting organizational goals (Diamantidis, 2019). To achieve optimal performance, organizations develop and implement human resources policies that serve as guidelines and practices for employee management (Noe et al., 2020). These policies cover a wide range of areas such as recruitment and selection, compensation and benefits, performance management, training and development, employee relations, diversity and inclusion, health and safety, and legal compliance. Each policy is designed to address specific aspects of employee management, ensuring consistency, fairness, and compliance within the organisation.

The role of human resources policies in shaping employee performance and effectiveness within organisations is crucial (Ajay & Anandan, 2023). These policies encompass a range of guidelines, rules, and procedures that govern various aspects of employee behaviour, expectations, and interactions. They cover areas such as recruitment and selection, training and development, compensation and benefits, performance management, employee relationships, and workplace diversity. Researchers and practitioners have paid significant attention to the relationship between human resources policies and employee performance (Hung & Huy, 2023). It is widely recognised that well-designed and effectively implemented HR policies can positively impact employee performance, job satisfaction, and overall organizational success. Conversely, poorly designed or inconsistently applied policies can lead to employee dissatisfaction, demotivation, and underperformance.

Therefore, understanding how these policies are designed, implemented, and perceived by employees is essential for understanding their contributions to individual and organizational performance outcomes. By examining the effectiveness and impact of HR policies on employee performance, organisations can make informed decisions to optimise their workforce and enhance their overall organizational success. Despite the critical role of HR policies in shaping the work environment and employee behaviour, there is a lack of comprehensive understanding of how these policies directly influence employee performance. This knowledge gap has created uncertainty regarding the effectiveness of HR policies in achieving their objectives of enhancing workforce productivity and engagement (Mazzetti, 2022).

It is essential to assess which policies have the most significant influence on different aspects of employee performance, such as productivity, job satisfaction, and overall job engagement. However, resistance from employees, inconsistencies in policy application, and a lack of awareness among staff about the benefits and expectations associated with HR policies can all hinder

the effectiveness of these policies in improving employee performance.

Furthermore, the lack of an appropriate organizational culture and strong leadership support can also significantly influence the effectiveness of HR policies and their implementation and adherence. Without a supportive culture and leadership, employees may not fully embrace or understand the importance of HR policies, reducing their potential impact on employee performance. The specific objectives of this study are to examine the effect of employee engagement on employee efficiency and determine the effect of organizational culture on teamwork and collaboration

LITERATURE REVIEW

Conceptual Review

Organizational Culture

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behaviour and interactions of individuals within an organisation. It represents the "personality" of the organisation and influences how employees perceive and interpret their work environment (Bamidele, 2022). A strong and positive organizational culture can foster a supportive and engaging work environment that enhances employee performance (Bamidele, 2022). When employees align with the values and beliefs of the organisation, they are more likely to feel a sense of belonging, motivation, and commitment to their work (Bamidele, 2022).

According to Girigiri (2022), organizational culture can directly influence employee performance through various mechanisms. Employee motivation is one such mechanism, in which a positive culture that promotes a sense of purpose, recognition, and rewards can motivate employees to perform at their best. Collaboration and teamwork are also facilitated by a positive culture, leading to effective communication, cooperation, and knowledge-sharing among employees. Performance expectations set by culture provide a framework for employees to understand what is valued and expected from them. Learning and development are encouraged in a culture that supports ongoing employee growth, whereas adaptability and innovation are fostered in an organisation that values creativity and experimentation.

To foster a positive organizational culture and enhance employee performance, organisations can take several steps (Widayanto, 2022).

1. Clearly defining and communicating an organisation's values, mission, and goals aligns

employees' behaviours and actions with the desired culture.

2. Encouraging and recognizing behaviours that are consistent with the desired culture, such as collaboration and open communication, helps reinforce the positive aspects.
3. Providing opportunities for employee involvement and participation in decision-making processes empowers employees and creates a sense of ownership.
4. Investing in employee development programs enhances skills and knowledge, while regularly assessing and monitoring the organisation's culture identifies areas for improvement and adjustment.

Organizational culture significantly influences employees' performance. A positive culture that promotes motivation, collaboration, learning, and adaptability creates a conducive work environment in which employees are engaged, satisfied, and motivated to exercise. By nurturing a strong organizational culture, organisations can cultivate high-performance teams ([Widayanto, 2022](#)).

Employee Engagement

Employee engagement refers to the level of emotional commitment, motivation, and involvement that employees have towards their work and organisation ([Sabir, 2018](#)). Engaged employees are passionate about their jobs, actively contribute to the organisation's success, and are willing to go the extra mile to achieve the desired outcomes. This level of engagement has a direct impact on employee performance and overall organizational success ([Joy & Shiyas, 2016](#)).

Engaged employees tend to be more productive, innovative, and customer-focused and demonstrate higher levels of job satisfaction. They are also more likely to stay with the organisation for an extended period. By contrast, disengaged employees may experience lower levels of productivity, increased absenteeism, and higher turnover rates ([Joy & Shiyas, 2016](#)).

[Olonade et al. \(2022\)](#) suggest that HR policies play a crucial role in fostering employee engagement. When these policies are effectively designed and implemented, they create a positive work environment that promotes engagement. One way that HR policies can influence employee engagement is through effective recruitment and selection practices that identify candidates who align with the organisation's values and culture.

Furthermore, HR policies related to training and development provide employees with opportunities to enhance their skills and knowledge, contributing to their engagement. Performance management policies that provide regular feedback, recognition, and opportunities for growth also contribute to employee engagement.

Moreover, fair and competitive compensation and benefits policies can enhance employee engagement by ensuring that employees feel valued and recognised for their contribution. Additionally, HR policies that support work-life balance, such as flexible work arrangements and policies around time off, can positively impact employee engagement ([Richman et al., 2008](#)).

To maximize employee engagement through HR policies, organisations should regularly assess the effectiveness of their policies, solicit feedback from employees, and make the necessary adjustments. By aligning HR policies with employee needs and expectations, organisations can create a work environment that fosters engagement, leading to improved employee performance and organizational outcomes.

Teamwork & Collaboration

Teamwork and collaboration are crucial for effective work environments and contribute to organizational success. Team performance, as defined by [Idris et al. \(2019\)](#), is the combined effort and experience of a coordinated group working towards specific goals. It encompasses the joint contribution of team members through engagement in tasks and collaborative processes, including information-sharing and integration. [Al-Jedaia \(2020\)](#) describes a team as a goal-directed process involving task work, teamwork, and other team-level activities to deliver end products and services.

In pursuit of common objectives, teamwork and collaboration involve individuals leveraging their collective skills, knowledge, and resources to achieve desired outcomes. This process requires effective communication, cooperation, and coordination among team members to work towards shared objectives ([Halim et al., 2021](#)).

[Odita \(2023\)](#) emphasizes the pivotal role of teamwork and collaboration in achieving organizational goals and objectives, leading to employee performance. Effective communication, cooperation, and trust within teams contribute to shared goals and roles, decision making, and conflict resolution. These factors bring several benefits, including enhanced creativity and innovation, increased productivity, improved problem-solving, enhanced employee engagement, and professional growth and learning.

[Isaikina \(2022\)](#) suggests that HR practices support teamwork and collaboration by selecting individuals with strong interpersonal and team-oriented skills through assessments and interviews. HR can provide training programs that enhance teamwork, collaboration, communication, and conflict resolution skills, equipping employees with the necessary tools to effectively contribute to team efforts.

[Eneh \(2022\)](#) highlighted how HR policies influence teamwork and collaboration by fostering a culture of

cooperation and mutual support. Policies that emphasize team-based work, cross-functional collaboration, and open communication create an environment that is conducive to effective teamwork. Selecting candidates with teamwork and collaboration skills during the recruitment process ensures that individuals suitable for collaborative work are brought into the organisation.

When HR policies support and encourage teamwork and collaboration, they positively affect employee performance. Effective collaboration enhances knowledge sharing, problem solving, and innovation within teams, leading to improved outcomes. Teamwork also promotes employee engagement, job satisfaction, and a sense of belonging, all of which are linked to higher levels of individual and team performance.

Teamwork and collaboration are essential for organizations to achieve their goals. HR practices that support and promote teamwork contribute to employee performance by creating cooperative and collaborative work environments. When individuals work together effectively, leveraging their collective skills and resources leads to improved outcomes and higher levels of employee engagement and satisfaction.

Employee Efficiency

Employee efficiency refers to an employee's ability to perform their job tasks effectively and productively within a given timeframe (Pradhan 2016). It is a measure of how well employees utilise their skills, time, and resources to accomplish their work objectives. Efficient employees consistently produce high-quality work output while minimizing the wastage of time, effort, and resources.

On the other hand, employee performance encompasses a broader assessment of an employee's overall contribution to the organisation (Guillory, 2023). It includes factors such as quality of work, meeting deadlines, creativity, teamwork, problem-solving abilities, and adherence to organizational values. Efficiency primarily focuses on productivity and task completion, whereas performance considers both the quantity and quality of an employee's output.

Efficiency and performance are closely related because efficient employees tend to deliver better overall performance. When employees are efficient at their work, they can accomplish more within a given timeframe, leading to increased productivity and output. Additionally, efficient employees make fewer errors and demonstrate a higher level of accuracy, contributing to better-quality work.

HR policies play a significant role in influencing employees' efficiency and performance (AlAbri et al. 2022). These policies and practices create an environment that fosters efficiency by providing necessary resources, training, and support. For instance, offering access to efficient tools and technology, and

providing training programs to enhance skills can contribute to improving employee efficiency.

Furthermore, HR policies affect employee performance by implementing performance evaluation systems, providing feedback and recognition, and offering career development and growth opportunities (Aneesath et al. 2023). When HR policies align employee goals with organizational objectives and create a supportive work environment, employees are motivated to enhance their efficiency and perform best.

It is crucial for HR policies to balance efficiency and performance expectations with factors such as employee well-being, work-life balance, and job satisfaction. By striking this balance, employees are not solely focused on completing tasks quickly, at the expense of their well-being or work quality. HR policies should promote a healthy work culture that encourages employees to work efficiently while maintaining engagement, job satisfaction, and overall performance.

Employee Performance

Employee performance refers to a comprehensive assessment of an employee's effectiveness and contributions within an organisation (Shuriye, 2020). It encompasses various factors, such as knowledge, skills, productivity, quality of work, collaboration, problem-solving capabilities, and alignment with organizational values and goals. Optimal employee performance is crucial for an organisation's success and directly affects productivity, customer satisfaction, and overall business outcomes.

Organisations employ various strategies and practices to enhance employee performance (Ogbonnaya, 2021). Regular performance evaluations allow for the assessment of individual and team performance and provide insights for improvement. Constructive feedback and coaching support employee development and growth. Training and development programs enhance skills and knowledge and equip employees to perform better. Recognising and rewarding exceptional performance reinforces positive behaviours.

Effective HR policies play a critical role in shaping employee performance (Ogbonnaya, 2021). These policies establish guidelines, procedures, and expectations, and provide a structured framework for managing and evaluating performance. Performance management processes, including goal setting, evaluation criteria, and feedback mechanisms, are outlined in HR policy. They also address employee development, succession planning, and reward and recognition programs.

Furthermore, HR policies contribute to a positive work environment and influence employee performance (Boxall et al. 2016). Policies promoting work-life balance,

flexible work arrangements, and employee wellness initiatives improve overall satisfaction, engagement, and motivation. Employees who feel supported in achieving work-life balance tend to be more productive and committed.

Employee performance is a multidimensional concept shaped by HR policies (Alfes et al. 2013). Organisations can enhance employee performance by establishing performance management processes, providing training and development opportunities, recognizing achievements, and fostering a supportive work environment. HR policies that prioritise employee well-being, work-life balance, and job satisfaction contribute to creating a culture of performance excellence. Ultimately, aligning HR policies with organizational objectives drives sustainable growth through high-performance employees.

Human Resources Policies

Nguyen (2023) posits that human resource policies are a set of guidelines and rules established by an organisation to govern the management of its employees and workforce. These policies are crucial for ensuring the fair and consistent treatment of employees and maintaining a positive work environment. Human resource policies cover various aspects of employment relationships, ranging from recruitment and selection to performance management, employee benefits, and disciplinary procedures.

Human Resource policies can have some benefits for organizational performance, such as

1. **Consistency:** HR policies ensure that all employees are treated consistently, thus reducing the risk of favouritism or unfair treatment.
2. **Employee Satisfaction:** Clear and fair policies contribute to employee satisfaction and motivation, leading to higher productivity and reduced turnover.
3. **Organizational Culture:** HR policies help shape organizational culture and promote values such as fairness, transparency, and accountability.
4. **Compliance:** Policies help the organisation adhere to labour laws and regulations, mitigating legal risks and potential penalties.
5. **Efficient Decision-Making:** Policies provide guidelines for managers and employees, facilitating efficient decision-making and problem-solving.

According to Huabis et al. (2023), human resource policies are essential tools for managing the workforce effectively, fostering a positive work environment, and aligning the organisation's practices with legal requirements and best practices. They are critical for maintaining fair and consistent treatment of employees,

promoting employee engagement and satisfaction, and ultimately contributing to the overall success and growth of the organisation.

Theoretical Review

Social Exchange Theory

Social Exchange Theory was first formally introduced by the American sociologist George C. Homans in 1958. However, its roots can be traced back to early economic theories and the works of behavioural psychologists, such as B.F. Skinner.

Social Exchange Theory emphasises that individuals engage in social relationships and interactions to maximise rewards while minimising costs. According to SET, people evaluate the rewards and costs of engaging in social interactions and are more likely to engage in relationships that offer a positive balance between rewards and costs. This theory posits that individuals maintain relationships when they perceive a sense of equity, fairness, and reciprocity in exchanges. If the balance between rewards and costs becomes unfavourable, individuals may decide to terminate or withdraw from the relationship.

Since its inception, the Social Exchange Theory has garnered widespread support and application in various disciplines. Notable supporters of the theory include the following.

1. **Thibaut and Kelley:** Thibaut and Kelley further developed Social Exchange Theory, emphasising the role of comparison levels and comparison levels for alternatives in influencing relationship satisfaction and commitment (Thibaut & Kelley, 1959).
2. **Blau (1964)** expanded SET to the field of sociology and applied it to explain social stratification, group dynamics, and cohesion.
3. **Emerson:** Richard M. Emerson contributed to the theory by introducing the concept of "power-dependence theory", emphasising how power imbalances in social exchanges can influence relationship dynamics (Emerson, 1962).

While Social Exchange Theory has enjoyed significant support, it has also faced criticism in various quarters. Some notable critics include the following.

1. **Feminist Scholars:** Some feminist scholars have criticised SET for its lack of attention to power dynamics, gender inequalities, and failure to

consider the complexities of relationships beyond mere economic calculations (Cropanzano & Mitchell, 2005).

2. Cultural Critics: Cultural critics argue that SET's emphasis on individualism and rational choice may not adequately account for the cultural variations and norms that influence social interactions (Aycan et al., 2000).

Social Exchange Theory continues to be relevant for understanding various social phenomena and relationships. Its application extends to areas such as interpersonal relationships, workplace dynamics, organizational behaviour, and economic decision making. This theory provides insights into how individuals navigate and negotiate social interactions based on perceived rewards and costs, shaping the dynamics of both personal and professional relationships.

Social Exchange Theory has found practical applications in various fields.

Organizational Behaviour: SET is applied to understand employee-employer relationships, employee motivation, job satisfaction, and turnover intentions. It helps organisations design reward systems and policies that foster positive social exchanges between employees and the organisation (Gouldner, 1960; Cropanzano & Mitchell, 2005).

Interpersonal Relationships: SET is used to analyse and explain the dynamics of romantic relationships, friendships, and family interactions, focusing on how individuals maintain relationships based on the perceived fairness of exchanges (Clark & Mills, 1979).

Economic Decision-Making: In economics, SET is employed to understand consumer behaviour, negotiations, and transactions, considering the cost-benefit analysis individuals make in economic exchanges (Blau, 1964; Dawes, 1980).

The Job Characteristics Model (JCM)

The Job Characteristics Model (JCM) is a motivational theory that focuses on the design of jobs and their impact on employee motivation, satisfaction, and performance. This model was developed to understand the relationship between job characteristics and employee outcomes such as job satisfaction and intrinsic motivation. JCM provides valuable insights into how specific job characteristics can influence an individual's experience of meaningful work and enhance overall job performance.

The Job Characteristics Model was proposed by J. Richard Hackman and Greg R. Oldham, in their seminal paper titled "Work Redesign" published in 1976.

The Job Characteristics Model identifies five core job characteristics that influence employee motivation and satisfaction.

1. Skill Variety: The extent to which a job requires employees to use different skills and talents to perform various tasks.
2. Task Identity: The degree to which a job allows employees to complete an entire and identifiable piece of work, leading to a sense of accomplishment.
3. Task Significance: The impact and importance of a job's outcomes on other people or the organisation, contributing to a sense of purpose.
4. Autonomy: The degree of freedom and independence employees have in making decisions and carrying out tasks.
5. Feedback: The extent to which employees receive direct and clear information about the effectiveness of their performance.

The theory proposes that jobs with higher levels of these characteristics lead to greater levels of meaningfulness, responsibility, and knowledge of results. These experiences promote higher levels of intrinsic motivation, job satisfaction, and overall job performance.

The Job Characteristics Model has garnered support from researchers and practitioners alike, with several scholars exploring its implications and conducting empirical research to validate its assumptions. Some notable supporters of the theory include the following.

1. **Hackman and Oldham (1976):** The original proponents of the model emphasised its significance in understanding job design and employee motivation.
2. **Morgeson and Humphrey (2006):** Researchers have further extended JCM by exploring the interplay between job characteristics and employee engagement.

While the Job Characteristics Model has received substantial support, it has also faced criticism in certain quarters. Some notable critics include the following.

1. **Fried and Ferris (1987):** Some researchers have criticised the model for not adequately considering individual differences and the impact of situational factors on job characteristics and outcomes.
2. **Humphrey, Nahrgang, and Morgeson (2007)** argued that the JCM's emphasis on intrinsic motivation may overlook the significance of extrinsic motivators and rewards in certain work settings.

The Job Characteristics Model remains relevant in contemporary organizational settings, offering insights into job design, employee motivation, and job satisfaction. Organisations can use JCM to redesign jobs, enhance employee engagement, and improve overall organizational performance.

The Job Characteristics Model has been applied to various organizational contexts.

1. **Job Redesign:** Organisations apply JCM to redesign jobs, ensuring that they incorporate meaningful tasks, skill variety, and opportunities for autonomy and feedback.
2. **Employee Motivation:** Organisations can increase intrinsic motivation and job satisfaction by aligning job characteristics with employees' needs and preferences.
3. **Performance Management:** JCM's principles are utilised in performance management systems to enhance employee engagement and productivity.

Employee engagement and employee efficiency

Juma et al. (2022) studied the effect of employee engagement on the operational efficiency of water service providers in Meru County, Kenya. The findings of the study indicated a P-value of 0.000 ($P < 0.05$), implying that employee engagement had a significant effect on the operational efficiency of water service providers in Meru County. The study recommends that WSPs adopt employee engagement strategies to improve their operational efficiency for sustainability purposes. A study by **Auringga (2023)** on the effect of employee engagement and physical work environment on employee performance at PT PLN (persero) sulsebar Main Distribution Unit found that employee engagement and the physical work environment have a strong influence on employee efficiency.

H₁: EE has no significant effect of employee engagement on employee efficiency.

Organisational culture and teamwork & collaboration

In a study on organisational culture as a factor of effectiveness in team building, **Barkova (2023)** found that internal and external factors of organisational culture affect team building factors, and that with the help of successful team building, it is possible to achieve higher KPIs and job satisfaction. Before creating teams, it is necessary to bring culture to a high level. Otherwise, all attempts will fail because of a lack of components and a clear understanding of how teams work. The findings also established that not only can team building achieve higher

KPIs and job satisfaction, but it can also be achieved with a well-defined organisational culture, prioritisation, and clear organisation of workflow.

H₂: There is no significant effect of organisational culture on teamwork and collaboration.

RESEARCH METHODS

The study utilised a descriptive survey research design to collect and analyse essential information about respondents' views on the influence of human resource policies on employee performance, with a specific focus on the Federal Neuro Psychiatric Hospital in Yaba, Lagos State. This approach was selected to gather valuable insights and opinions from participants concerning the effects of human resource policies on employee performance. The population in this study was finite and consisted of senior staff at the Federal Psychiatric Hospital in Yaba, Lagos State. The senior staff strength is 1038. A purposive sampling technique was used to select respondents from the senior staff at the Federal Psychiatric Hospital in Yaba. The purposive sampling technique was employed because the study aimed to solicit and collect data from senior staff who are mandated to have specific roles or decision-making power in HR policy implementation and performance management. The sample size for the study was determined by the statistical formula for calculating sample size from a finite population, as developed by **Krejcie and Morgan (1970)** which gives 289 and adds to 10% for non-response rate, making a total of 318 respondents. A structured questionnaire was used to collect the data for this study. The questionnaire was divided into five sections: section 1 solicited demographic information, while sections 2 to 5 were designed as five-point Likert-type questions/statements. The scale ranged from Strongly Agree (SA), agree (A), uncertain (U), disagree (D), to Strongly Disagree (SD). Section 2 solicited information related to employee engagement, Section 3 solicited information related to employee efficiency, Section 4 solicited information related to organizational culture, and Section 5 solicited information related to teamwork and collaboration. A pilot study was conducted with a group of respondents, and the questionnaire was administered to the same group at two different points in time using the test-retest method to assess reliability. The time gap between the first and second tests was two weeks, ensuring that the respondents' responses were recent and unbiased. The Cronbach's alpha value of 0.84 indicated that the instrument used in the study was reliable. R-squared (R^2) is a statistical measure that plays a crucial role in correlation analysis. R-squared (R^2) measures the proportion of variance in the dependent variable that is predictable from independent variable(s).

It ranges from 0-1. The significance of R-squared (R^2) in this study is that it indicates how the model fits the data; higher (R^2) values suggest better prediction, it also helps to assess the relationship between variables, and finally, (R^2) compares different model performances. Regression

analysis was adopted as the primary tool to test the hypotheses. A regression model was used to assess the strength of the relationship between the independent and dependent variables.

DATA ANALYSIS AND RESULTS

Data Presentation

Table 1: Socio-demographic characteristics of respondents

Variables (N=313)	Frequency	Percentage (%)
AGE		
20-29 years	37	11.8
30-39 years	98	31.3
40-49 years	122	39.0
50-60 years	56	17.9
GENDER		
Male	118	37.7
Female	195	62.3
MARITAL STATUS		
Single	103	32.9
Married	208	66.5
Divorced	2	.6
YEARS OF EXPERIENCE		
1-4 years	145	46.3
5-9 years	64	20.4
10-14 years	64	20.4
15-19 years	13	4.2
20 years and above	27	8.6

Source: Field survey, 2024

Table 1 shows that 37(11.8%) were in the age range of 20-29 years, 98(31.3%) were in the age bracket of 30-39 years of age, 122(39%) were in the age bracket of 40-49 years, and 56(17.9%) were in the age group of 50-60 years. Regarding the gender of the respondents, 118(37.7%) were Male and 195(62.3%) were Female. Regarding marital status, 103(32.9%) were single, 208(66.1%) were married, and 2(0.6%) belonged to other marital statuses. Based on the years of experience of the respondents, 145(46.3%) had–1-4 years of experience, 64(20.4%) had–5-8 and 10-14 years of experience, 13(4.2.8%) had–15-19 years of experience, and 27(8.6%) had more than 20 years of experience.

Testing of Hypotheses

Test of Hypothesis 1

There was no significant effect of employee engagement on employee efficiency.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.412 ^a	.170	.167	26.51835	1.354

a. Predictors: (Constant), Employee_efficiency

b. Dependent Variable: Employee_engagement

Source: Field Survey, 2024

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44668.490	1	44668.490	63.520	<.001 ^b
	Residual	218702.238	311	703.223		
	Total	263370.728	312			

a. Dependent Variable: Employee_engagement

b. Predictors: (Constant), Employee_efficiency

Source: Field Survey, 2024

Result and Discussion of Findings

Based on the results of the regression analysis, the following conclusions can be drawn:

The coefficient of regression (r) was 0.412, indicating a positive correlation between employee efficiency and employee engagement. However, the magnitude or strength of the correlation, r, was less than 0.5. Based on these findings, the null hypothesis was rejected, and the alternative hypothesis was accepted. This suggests that there is a significant effect of employee efficiency and employee engagement within the organization. The

coefficient of determination (R^2) was 0.17, indicating that approximately 17% of the variation in employee engagement can be attributed to changes in employee efficiency. This finding is consistent with previous research by Makinde (2018) on the effects of employee engagement and educational qualification on employee productivity in the Nigerian Banking Industry. The findings reveal that employee engagement has a significant effect on employee productivity ($\beta = 0.691$, t-value = 11.117, $p < 0.05$).

Test of Hypothesis 2

Organizational culture has no significant effect on teamwork and collaboration.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.488 ^a	.238	.235	8.23629	1.960

a. Predictors: (Constant), Teamwork_collaboration

b. Dependent Variable: Organizational_Culture

Source: Field survey 2024

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6579.264	1	6579.264	96.987	<.001 ^b
	Residual	21097.157	311	67.837		
	Total	27676.422	312			

a. Dependent Variable: Organizational_Culture

b. Predictors: (Constant), Teamwork_collaboration

Source: Field survey 2024

Based on the results of the regression analysis, the following conclusions can be drawn:

The coefficient of regression (r) is 0.488, indicating a positive correlation between organizational culture, teamwork, and collaboration. However, the magnitude or strength of the correlation was moderately low, with r less than 0.5. Based on these findings, the null hypothesis was rejected and the alternative hypothesis was accepted. This suggests a significant effect of organizational culture, teamwork, and collaboration within the organisation. The coefficient of determination (R^2) was 0.238, indicating that

approximately 23.8% of the variation in organizational culture can be attributed to changes in teamwork and collaboration. This finding is consistent with previous research by Vimal et al. (2023), who assessing organizational culture management and its impact on employee performance in the IT Sector. The study showed that a company's values and standards are shaped by employee interactions. A positive organizational culture can foster a sense of engagement by promoting collaboration, innovation, and a sense of shared purpose.

Conclusion and Recommendation

This study explores the effect of human resource policies on employee performance and reveals compelling findings. First, the study highlights the notable impact of employee efficiency and engagement within the organisation. This indicates that well-designed human resources policies positively influence employee efficiency, leading to improved overall performance. To achieve greater employee efficiency, it is recommended that organisations strengthen employee engagement by placing open communication channels such as upward and downward communication, adequate and efficient reward systems, regular feedback, and career advancement for the employee.

Second, the study concludes that there is a positive and strong association between organizational culture, teamwork, and collaboration that enhances employee performance. Hence, it is recommended that organisations create cultures that align with the

company's values and goals. This can be achieved through transparency, fairness, and respect for all aspects of the workplace. It is also recommended that leaders and managers set pace by exemplifying these values, encouraging teamwork, and organising training for employees on collaboration strategies. This, in turn, leads to better employee performance.

Contribution to Knowledge

Research on the effect of Human Resources policies on employee performance makes significant contributions to knowledge by highlighting the impact of HR policies on employee efficiency, engagement, organizational culture, teamwork, and collaboration. These findings offer valuable insights for organisations to design and implement effective HR strategies that positively influence employee performance, thereby contributing to overall organizational success.

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APPENDIX 1: QUESTIONNAIRE

Questionnaire for Research titled “Human Resources Policies and Employee Performance. Study of the Federal Psychiatric Hospital, Yaba Lagos.”

Section 1: Demographic Data

Please provide your answers to the following questions: Read carefully and choose the appropriate answer by ticking the box against it.

Sex: Male () Female ()

Age:

Education: Diploma () HND/First Degree () Masters’ Degree () Doctorate Degree ()

Marital Status: Single () Marital Status () Widow/Widower ()

Work Experience:

The following notations are applied in the following sections:

- SA** = **Strongly Agree**
- A** = **Agree**
- U** = **Undecided**
- D** = **Disagree**
- SD** = **Strongly Disagree**

Section 2: Employee Engagement

S/N	STATEMENT	SA	A	U	D	SD
1.	I feel motivated and enthusiastic about my work, which contributes to my overall job satisfaction.					
2.	I believe that my organization values my contributions and provides opportunities for professional growth and development.					
3	I have a clear understanding of my role and responsibilities within the organization, which helps me perform effectively.					
4.	I feel supported by my immediate supervisor and have open channels of communication for feedback and concerns.					
5.	I have a sense of belonging and camaraderie with my colleagues, promoting a collaborative work environment.					

Section 3: Employee Efficiency

S/N	STATEMENT	SA	A	U	D	SD
1.	I am able to efficiently manage my workload and meet deadlines.					
2.	I have access to the necessary resources and tools that enable me to perform my tasks efficiently.					
3	I receive adequate training and support to enhance my skills and productivity.					
4.	I am empowered to make decisions and take initiative in my role, leading to improved efficiency.					
5.	The organization has streamlined processes and systems that contribute to overall efficiency in daily operations.					

Section 4: Organisational Culture

S/N	STATEMENT	SA	A	U	D	SD
1.	The organizational culture promotes open communication and encourages sharing of ideas and feedback.					
2.	In this organization, there is a strong emphasis on teamwork and collaboration among employees.					
3.	The organizational culture fosters a sense of belonging and inclusivity, where all employees are valued and respected.					
4.	The organization encourages innovation and creativity, and employees are given the freedom to explore new ideas.					
5.	The organizational culture prioritizes employee well-being and work-life balance.					

Section 5: Teamwork & Collaboration

S/N	STATEMENT	SA	A	U	D	SD
1.	Teamwork is actively promoted and encouraged in this organization, leading to better collaboration among employees.					
2.	I feel supported and respected by my team members, which enhances our ability to work together effectively.					
3.	There are effective mechanisms in place for sharing knowledge and information among team members, leading to improved collaboration and problem-solving.					
4.	Team members are willing to help each other, even if it falls outside their designated roles, fostering a culture of mutual support and cooperation.					
5.	Collaborative efforts are recognized and rewarded in the organization, motivating employees to work together towards common goals.					