Impact of Human Resource Policies on Employee Performance: Evidence from Enugu State Teaching Hospital

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ABSTRACT

The study examined impact of human resource policies on employee performance within the Healthcare System: A study of Enugu State Teaching Hospital. In the healthcare sector, effective human resource policies play a crucial role in driving employee performance. Ensuring that employees are motivated, committed, and satisfied which will have a significant impact on job performance and ultimately, the quality of patient care. Three research questions that transcend to three hypotheses were formulated to act as a guide in realizing the objectives of the study. The design for this study is a survey research design which questionnaire were distributed to a sample 217 of employees of Enugu State Teaching Hospital. The study used statistical tools such as descriptive statistics and simple frequency analysis in testing the hypotheses. This was done using model summary, analysis of variance (ANOVA) and co-efficient table. The findings of the study revealed that staff orientation policies have impact on employees' punctuality in Enugu State Teaching Hospital; this is indicated as: (β = .896; t = .8.239; p>0.05), that improved employee welfare policies have effect on employee quality of work in Enugu State Teaching Hospital; this is shown as (β = .559; t = 9.729; p>0.05) and that work-life balance policies have impact on employee task performance in Enugu State Teaching Hospital; this is demonstrated as: (β = .1.034; t = .49.856; p>0.05). The study recommends that hospitals should ensure their onboarding programs clearly communicate expectations regarding punctuality, attendance, and work schedules. These programs should also provide new employees with the resources and support they need to integrate smoothly into workplace. Hospitals should prioritize employee well-being by offering comprehensive benefit packages and implementing programs that address physical and mental health needs. This can include initiatives such as stress management workshops, access to counseling services, and flexible work arrangements.

Keywords: *Staff Orientation; Work-life Balance; Employee Welfare; HRM in Healthcare*



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INTRODUCTION

Over the decades, research has progressively established a link between effective HR policies and various aspects of employee performance, including productivity, quality, commitment, and retention (Armstrong & Taylor, 2022). Considering the healthcare industry, the industry has undergone significant transformations over the past

century, from a fragmented system with limited regulations to a complex, highly regulated industry driven by technological advancements and evolving patient needs (Aiken et al., 2022). This evolution has led to rising costs and workforce shortages. Human resource (HR) policies have emerged as a critical tool in attracting, retaining, and motivating a skilled and diverse workforce, ultimately impacting organizational performance (Galanouli, 2022).

Early HR practices in healthcare primarily focused on administrative tasks like payroll and benefits. However, the last 20th century witnessed a shift towards strategic HR, where HR policies became more integrated with organizational goals and designed to enhance employee performance and satisfaction (Ulrich, 1998). This shift was driven by factors such as globalization, increased competition, and growing awareness of the link between employee well-being and organizational success (Armstrong & Taylor, 2020). However, the impact of HR policies on employee performance varies across different countries due to cultural, economic and regulatory differences.

In developed countries with strong labor laws and social safety nets, HR policies tend to focus on employee wellbeing, work-life balance, and career development. In contrast, developing countries may prioritize policies related to basic wages, job security, and training opportunities (Lengnick-Hall & Lengnick-Hall, 2021). Globalization and the increasing interconnectedness of economies have further emphasized the need for organizations to adapt their HR policies to diverse workforce contexts (Budhwar & Sparrow, 2020).

Nigeria's healthcare industry faces unique challenges related to brain drain, high turnover rates, and inadequate training opportunities for healthcare professionals (Akinwale, 2022). To address these challenges, effective HR policies are essential in attracting, motivating, and retaining skilled personnel. Previous research provides strong evidence for the positive relationship between effective HR policies and employee performance. However, the relationship between HR policies and employee performance is complex and multifaceted. Factors such as the specific type of policy, its implementation, and the organizational context can influence its effectiveness (Boxall & Purcel, 2019). Additionally, the impact of HR policies may vary depending on the employee's role, level, and individual characteristics. It is based on this background that this study aimed to examine the impact of human resource policies on employee performance: evidence from Enugu State Teaching Hospital. The healthcare industry faces a critical challenge in sustaining a high-performing workforce. Despite the demanding nature of healthcare jobs, many organizations struggle with low employee engagement, high turnover rates, and subpar performance levels. These issues significantly impact patient care, operational efficiency, and organizational sustainability. Two primary factors contribute to this issue (Galabru, 2016). Firstly, numerous healthcare organizations possess antiquated or sub-optimally structured human resource policies that do not adequately cater to the distinct needs and challenges faced by workforce. These policies may exhibit rigidity, a deficiency in transparency, or provide insufficient compensation and benefits. Secondly, healthcare workers frequently endure elevated stress, burnout, and emotional fatigue as a result of onerous workloads, extended working hours, and regular encounters with traumatic situations. Many institutions are deficient in sufficient resources and support mechanisms to mitigate these concerns, culminating in diminished employee wellbeing and performance (Zhou, Amiot & Finkelstein, 2022).

The consequences of these problems are far-reaching and detrimental to both the healthcare industry and society as a whole. Firstly, it may result in low employee morale and job dissatisfaction, subsequently decreasing productivity and increasing turnover rates. Employees who perceive themselves as undervalued and underpaid are more inclined to seek opportunities elsewhere, causing the organization to lose skilled and experienced staff. Secondly, insufficient remuneration can impede the organization's capacity to attract and retain top talent since competitive compensation packages are frequently a crucial factor in drawing high-performing individuals. Thirdly, it may influence employee orientation and engagement, resulting in diminished dedication and effort towards accomplishing organizational objectives. Fourthly, it may foster a negative work culture marked by resentment and distrust, which can further impede productivity and teamwork (Kallee & Gomes, 2022). Previous research has examined the correlation between human resource (HR) practices and employee performance across diverse industries; however, there is a dearth of studies concentrating specifically on the healthcare sector. Existing literature tends to scrutinize individual HR polices and their collective effect on performance (Weber, Kelliher & Hofmans, 2019). Moreover, there is an insufficient comprehension of the manner in which HR policies interrelate with the distinctive organizational context and challenges inherent in the healthcare industry. Hence, to provide solution to the above problems this study will investigate the impact of human resource policies on employee performance within the Healthcare industry. It is against this backdrop, that this study poses the following research questions; what is the impact of staff orientation policies on employees' punctuality in Enugu State Teaching Hospital? To what extent is the effect of improved employee welfare policies on employee quality of work in Enugu State Teaching Hospital? What is the impact of work-life balance policies on employee task performance in Enugu State Teaching Hospital?

Objectives of the Study

The study aims to assess the impact of staff orientation, employee and work-life balance policies on employee

performance at Enugu State Teaching Hospital.

Conceptual Review

Human Resource Policies

Human resource (HR) polices are the backbone of any organization, providing a framework for managing the workforce and ensuring its smooth functioning. These policies lay down the rules, guidelines, and expectations for both employers and employees, creating a stable and predictable work environment. Understanding the concept of HR policies and their impact on the organization's success is crucial for HR professionals and organizational leaders alike there are various definitions and perspectives on the concept of HR policies. According to Armstrong & Taylor (2022), HR policies are "formal statements that outline the fundamental principles and rules that govern the employee relationship between the employer and the employee". This definition emphasizes the legalistic aspect of HR policies, highlighting their role in outlining rights and responsibilities.

Employee Performance

Health employee play a crucial role in the provision of healthcare services, contributing to the well-being and quality of individual and communities. The World Health Organization (WHO) defines health workers as "all people engaged in actions whose primary intent is to enhance health" (WHO, 2022). This broad definition encompasses various professionals involved in healthcare delivery, such as doctors, nurses, midwives, pharmacists, laboratory technicians, and allied health professionals. According to the International Labour Organization (ILO), health workers are individuals "engaged in activities that promote or restore health" (ILO, 2019, pg. 12). This definition emphasizes the promotion of health and well-being alongside curative interventions.

Theoretical Review

Equity Theory

Equity Theory, developed by John Stacey Adams in 1965, provides a framework for understanding workplace motivation and job satisfaction (Adams, 1965). The theory posits that individuals seek to maintain a sense of fairness and equity in their relationships, including those with employers. Individuals continually compare their own situation (inputs such as effort, skills, and knowledge, and outcomes such as compensation, recognition, and promotion) to those of others, and experience distress and decreased motivation when they perceive inequity. To address this, employees may employ various strategies, including increasing their inputs, reducing their outcomes, or altering their perceptions.

Tenets of Equity Theory

Input-Outcome Equity: Individuals compare their own inputs (effort, skills, knowledge) and outcomes (compensation, recognition, promotion) with those of others.

Cognitive Component: This involves individuals' perceptions and interpretations of their inputs and outcomes, as well as those of others.

Need for Equity: Individuals have a fundamental need for equity in their relationships and will strive to maintain this equilibrium.

Distress: Individuals experience distress when they perceive inequity, which can lead to decreased motivation and performance.

Expectancy Theory

Expectancy Theory was developed by American psychologist Victor H. Vroom in 1964. This theory suggests that individuals are motivated to behave in ways that maximize positive outcomes and minimize negative outcomes (Vroom, 1964). If employees perceive that their efforts are not being rewarded or recognized, they may be less likely to put forth their best effort. According to Vroom, motivation is driven by three factors: Effort-Performance Expectancy, Performance-Outcome Expectancy, and Outcome Valence. Employees are more likely to be motivated when they believe that their efforts will lead to improved performance, that their performance will result in desirable outcomes, and that they value those outcomes.

Tenets of Expectancy Theory

Effort-Performance Expectancy: Employees believe that their efforts will lead to better performance outcomes.
Performance-Outcome Expectancy: Employees believe that their performance will lead to desired outcomes, such as rewards or recognition.

Outcome Valence: Employees have positive or negative evaluations of potential outcomes, influencing their motivation to pursue those outcomes.

Instrumentality: Employees perceive a direct relationship between their performance and outcomes.
Valence: Employees prefer outcomes that are positive and avoid outcomes that are negative.

Goal-Setting Theory

Developed by Edwin Locke in the 1960s, this theory

suggests that specific, challenging, and attainable goals can motivate employees to perform better and achieve higher levels of productivity (Locke, 1968). Goal-Setting Theory, introduced by Edwin Locke in the 1960s and expanded upon by Locke and Latham, suggests that effective goal-setting is key to employee motivation and performance. Specific, challenging, and measurable objectives encourage employees to exert effort, commit to their goals, and seek regular feedback on their progress. By clearly defining what needs to be achieved and how success will be measured, goal-setting provides employees with a sense of direction and purpose, fostering engagement and productivity. The theory's emphasis on clarity, commitment, and feedback makes it a valuable tool for managers seeking to enhance motivation and improve organizational outcomes.

Empirical Review

Obi-Anike and Ekwe (2022) conducted a study on the impact of training and development on the viability of organisations in the open sector in Nigeria. The study aimed to determine the nature of the relationship between training and development in the Nigerian public sector, and assess the effect of training and development on organizational performance. The data collected from the field were presented and analyzed using appropriate statistical methods, and the corresponding theories were tested using chi-square, Pearson's correlation, and linear regression. The findings revealed a positive correlation between training, development, and organizational viability. The study concluded that effective training is an investment in an organization's human resources, yielding both immediate and long-term returns.

Dode and Bassey (2022) investigated the relationship between labour supply development and organizational effectiveness in the Akwa-Ibom Agricultural Development Programme (AKADEP). Survey data were collected through a simple random sampling of 237 respondents from the eight sub-projects of AKADEP. The findings of the study indicated a positive correlation between labour supply development in AKADEP and the organization's effectiveness. Additionally, a causal relationship was established between the adoption of modern farming techniques by small-scale farmers and increased farm yields in the study area. The impact of internally organized training programmes was found to be significant. The study recommended that farmers and local authorities support AKADEP extension officers through the provision of transport allowances, mobility, or other incentives to ensure food security.

Malaolu and Ogbuabor (2019) explored the effects of training and labour development on employee productivity and organizational performance in Nigeria, using First Bank of Nigeria Plc as a case study. The study employed structured questionnaires to survey a sample size of 75 respondents selected through simple random sampling. The collected data were analyzed using descriptive statistics. The findings revealed that the majority (70%) of the respondents agreed that training and labour supply development had enhanced their efficiency and job productivity. Furthermore, a majority (80%) of the respondents overwhelmingly agreed that training and labour development improved organizational performance.

Babatope and Hezekiah (2022) investigated and administration of human resources management functions in the Ekiti State Teaching Service Commission, Ekiti State, Nigeria. Various aspects such as recruitment, postings and transfers, promotions, labour supply training, and development were examined to identify areas of challenges affecting the Commission in carrying out these functions. The study used a survey to gather information from 250 staff of the Ekiti Teaching Hospital Service Commission, and the collected data were analyzed using simple linear regression. The analysis revealed that there was no significant difference among the Commission's officials, administrators, and teachers in their perception of the overall effectiveness of the Commission in performing its function. The study concluded that the local control of the Commission by the government influenced its effectiveness in certain areas of its functions. Recommendations were made to enhance the efficiency and effective performance of its employee.

Moazzma, Muhammad, Muhammad, Iram, and Usman (2019) examined the impact of human resources management practices on organizational performance. A total of 90 employees from public and private universities, including both academic and support staff, participated in the survey. The survey questionnaire covered 49 items related to selected HRM practices and university performance. The findings suggested that management could potentially increase the level of commitment in the organization by improving satisfaction with compensation, policies, and working conditions. The study recommended that organisations engage their employees, as they are considered a crucial source of competitive advantage. One approach to increasing job satisfaction at work is to expand the level of interaction with employees in staff meetings and facilitate targeted discussions in issues related to these matters. Okoye and Ezejiofor (2019) explored the impact of human resource development on organizational productivity. The data collected were analyzed using mean, variance, and standard deviation, and the three hypotheses formulated were tested using the z-test statistical tool. The study found that human resource development was extremely important for organizations of all sizes, as no business can exist without human resources, and one of the major functions of human resource development is the contribution to individual to work towards achieving sales growth and productivity. The study also found that the method of training and development, as gathered from interviews conducted by the researcher, was affected by the organization's resource constraints. Based on the findings, the study recommended that organizations encourage the habit of

attending workshops and seminars, regularly evaluate the efforts of managers in contributing to the achievement of organizational goals, and make educational qualifications a prerequisite for the recruitment, selection, promotion, and placement of employees.

Gap in Literature

While there is substantial research on the impact of human resource policies on employee performance in various industries, there is a noticeable gap in the literature regarding their influence within the healthcare system, particularly in the context of Enugu State Teaching Hospital. To date, few studies have examined the relationship between HR policies and employee performance in this specific context, including the role of motivation, organizational commitment, and other factors. This presents an opportunity for research that can contribute to a better understanding of the unique challenges and opportunities for HR management in healthcare system.

Theoretical Framework

Human Capital Theory

This study is anchored on Human Capital Theory. The hypothesis was first proposed in 1961 by Theodore Schultz in his paper, “Investment in Human Capital.” The notion assumes that organizations’ investments in people yield a worthwhile return (Becker, 1964). The idea goes on to say that investing in people pays off financially for both the person and the company as a whole. Human Capital Theory posits that an individual's knowledge, skills, and abilities are analogous to financial capital, as they can be accumulated, improved, and leveraged to produce economic value. Like physical capital (e.g., machinery), human capital is seen as an input in the production process that contributes to the output (e.g., goods and services). From an organizational perspective, Human Capital Theory suggests that firms should focus on developing and retaining skilled employees to maximize their competitive advantage. For example, healthcare organizations that invest in employee training and development programs may be able to improve patient care, reduce errors, and increase efficiency.

Tenets of Human Capital Theory

Investment in Human Capital: Organizations and societies should invest in human capital through education, training, and other developmental activities, which can increase productivity and economic growth. Skills and Knowledge: The knowledge and skills of individuals are valuable resources that contribute to the performance of organizations. Labor Market Signaling: Education and training signal a person's capabilities and willingness to invest in their skills, which influences their labor market outcomes and earnings potential.

Application of Human Capital Theory

Human Capital Theory suggests that human capital, including knowledge, skills, and capabilities, is an important factor in determining organizational performance and economic growth. Within the context of healthcare, this theory implies that investing in human resource policies to enhance employee performance can lead to improved healthcare outcomes and efficiency. By developing and implementing effective HR policies that attract, retain, and motivate skilled healthcare professionals, the Enugu State Teaching Hospital can enhance the productivity and performance of its workforce, leading to better patient care, reduced healthcare costs, and increased job satisfaction.

Hypothesis

1. Staff orientation policies have no significant impact on employees’ punctuality Enugu State Teaching Hospital.
2. Improved employee welfare policies have no significant effect on employee quality of work in Enugu State Teaching Hospital.
3. Work-life balance policies have no significant impact on employee task performance in Enugu State Teaching Hospital.

RESEARCH METHODOLOGY

Research Design

The study employed survey research design.

Sources of Data

The researcher used both primary and secondary sources of data collection in the course of this research.

Population of the Study

The target population for the study comprises staff of Enugu State University Teaching Hospital, Parklane, Enugu State (Table 1). Based on the statistics made available to the researcher by the personnel unit of the hospital during a visit, the hospitals have the following staff:

Table 1: Population Distribution

S/N	Hospital	Junior Staff	Senior Staff	Total
1	Enugu State University Teaching Hospital Parklane	305	167	472

Source: Field Survey, 2025

Sample Size Determination

There are various sample procedures available; the researcher used convenience sampling technique. Thus, giving the respondents' population (472) were known, the researcher chose to apply Taro Yamane's (1967) sample size calculation formula.

The formula = $\frac{N}{1+Ne^2}$

Where N = Population
1 = constant
E = Degree of error (i.e. 5% or o.05)
The sample size is computed thus

$$= \frac{472}{1+472(0.05)^2}$$

$$n = \frac{472}{1+472(0.0025)}$$

$$n = \frac{472}{1+1.18}$$

$$= \frac{472}{2.18} = 216.5$$

The sample size is therefore 217

Sampling Technique

The researcher employed a convenience sampling strategy. The convenience sample approach was chosen due to the ease with which potential respondents might be reached during the investigation.

Instrument for Data Collection

The researcher employed a structured questionnaire as a set instrument in the investigation. This approach was chosen because of its advantages over other measurement tools and its relevance to the nature of our investigation. The questionnaire was constructed using the five-point Likert Scale.

Validity of Instrument

The questionnaire was subjected to content validation by two experts in the department of measurement and evaluation faculty of Education, University of Nigeria, Nsukka. Having done the above, every contribution and correction made by these experts were considered before making the final draft of the questionnaire. It is valued because it contained the entire instruments that were tested.

Reliability of Instrument

The researcher employed a pilot testing strategy to account for the potential variability in responses to certain items or questions. To establish the questionnaires' reliability, the researcher calculated the alpha coefficient for the items in the questionnaire. A Cronbach's alpha of 0.7 or higher indicates a high level of internal consistency in the questionnaire. Prior to calculating the alpha coefficient for the questionnaire's items, the researcher conducted a test-retest reliability test. This involved administering the questionnaire twice to a group of 100 participants, with a one-week interval between administrations. The questionnaire then computed the correlation coefficient of 0.85 indicates a strong relationship, demonstrating the questionnaire's stability over time. Following the establishment of the test-retest reliability of the questionnaire, the researcher proceeded to calculate the alpha coefficient for its items. Cronbach's alpha serves as a measure of internal consistency, assessing the extent to which the items in a questionnaire tap into the same construct.

Method of Data Analysis

The study employed descriptive statistics considering the mean and standard deviations. The data was analyzed based on simple percentages, round up to 2 decimal places. The essence of the description of data is to provide descriptive information about the variables of interest. The mean and standard deviation were specifically the choice of the researcher since they presents information about the center and spread of the dataset respectively. The study also employed Simple Linear Regression for the purpose of testing hypotheses. The significance level is typically set to 0.05, but it can be adjusted depending on the desired level of confidence. For example, a researcher may use a significance level of 0.01 for a high-stakes study where they need to be very confident in their results. If p-value < α, reject the null hypothesis and conclude that there is a significant relationship between the independent and dependent variables. If p-value ≥ α, fail to reject the null hypothesis and conclude that there is not enough evidence to support a claim of a significant relationship.

RESULTS

Hypothesis one: Staff orientation policies have no significant impact on employees' punctuality Enugu State Teaching Hospital.

Table 2 shows the mean mark calculated from the response of the respondents on the impact of staff orientation policies on employees' punctuality in Enugu State Teaching Hospital. Based on the decision rule, that if $\bar{X}$ is 2.5 and above it is considered accepted. However, all the items in the table were accepted because they scored the mean score of 2.5 and the overall mean is 3.2 it therefore indicates that staff orientation policies impact employees' punctuality in Enugu State Teaching Hospital.

Table 2: Mean Ratings of Responses of Respondents on the impact of staff orientation policies on employees' punctuality in Enugu State Teaching Hospital.

S/N	Items	SA	A	U	D	SD	N	FX	$\bar{X}$	Decision
1	During my hospital onboarding, the explanations about work schedules and expected arrival times were clear and helpful in ensuring I'm on time for my shifts	29	93	-	13	50	185	593	3.2	Accepted
2	The way my hospital introduced me to attendance procedures during orientation impacted how seriously I take being punctual	97	82	-	2	4	185	812	4.4	Accepted
3	I believe the information provided about punctuality expectations during hospital orientation has influenced my ability to be at work on time	58	91	-	34	2	185	724	3.9	Accepted
4	In my own opinion, the thoroughness of my hospital's orientation regarding timeless has made a difference in my punctuality as an employee	93	88	-	1	3	185	822	4.4	Accepted
5	Agreeing to the hospital's attendance policy during orientation had a significant impact on my commitment to arriving for work on schedule	80	95	-	10	-	185	800	4.3	Accepted
	Mean								**3.2**	**Accepted**

Source: Field survey, 2025

Table 3: Mean Ratings of Responses of Respondents on the effect of improved employee welfare policies on employee quality of work in Enugu State Teaching Hospital.

S/N	Items	SA	A	U	D	SD	N	FX	$\bar{X}$	decision
1	Since the improvements to our hospital's wellbeing programs, I feel more motivated to deliver excellent patient care	95	60	-	21	9	185	766	4.1	Accepted
2	The additional benefits offered by the hospital have noticeably increased my focus and productivity at work	90	85	-	5	4	185	804	4.3	Accepted
3	My sense of satisfaction with my job at the hospital has grown since the implementation of the enhanced employee wellness initiatives	125	49	-	8	-	185	837	4.5	Accepted
4	I believe the recent investments in staff wellbeing have a positive influence on the overall quality of my work in the hospital	98	85	-	1	1	185	834	4.5	Accepted
5	In my experience, feeling valued by the hospital through improved wellness programs has led me to put in a greater effort towards high-quality work	71	100	-	5	9	185	774	4.2	Accepted
	Mean								4.3	Accepted

Source: Field survey, 2025

Hypothesis two: Improved employee welfare policies have no significant effect on employee quality of work in Enugu State Teaching Hospital.

Table 3 shows the mean mark calculated from the response of the respondents on the effect of improved employee welfare policies on employee quality of work in Enugu State Teaching Hospital. Based on the decision rule, that if $\bar{X}$ is below 2.5 it is considered accepted. However, all the items in the table were accepted because the score the mean score of 2.5 and the overall mean is 4.3. It therefore indicates that improved employee welfare policies affect employee quality of work in Enugu State Teaching Hospital.

Hypothesis three: Work-life balance policies have no significant impact on employee task performance in Enugu State Teaching Hospital.

Table 4 shows the mean mark calculated from the response of the respondents on the impact of work-life

Table 4: Mean Rating of Responses of Respondents on the impact of work-life balance policies on employee task performance in Enugu State Teaching Hospital.

S/N	Items	SA	A	U	D	SD	N	FX	$\bar{X}$	decision
1	Having flexible scheduling option at the hospital allows me to manage my personal commitments without sacrificing the quality of my eyes on tasks	93	88	-	1	3	185	822	4.4	Accepted
2	The ability to achieve a healthy work-balance thanks to the hospital's policies has made me feel more energize and focus when completing my duties	80	95	-	10	-	185	800	4.3	Accepted
3	I find that the hospital's work-life balance initiatives had reduced my stress levels, leading to improved performance on my assigned task	101	80	4	-	-	185	837	4.5	Accepted
4	In my experience, feeling less burnt out due to the hospital's work-life balance policies has resulted in a higher standard of work from me	90	85	-	5	4	185	804	4.3	Accepted
5	Since the hospital implemented work-life balance programs, I've noticed a positive impact on my ability to efficiently and effectively complete my tasks.	125	49	-	8	-	185	837	4.5	Accepted
	Mean								4.4	Accepted

Source: Field Survey, 2025

Table 5: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0.333[a]	0.111	0.104	1.65514

a Predictors: (Constant) Staff orientation

Table 6: ANOVA.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.354	1	45.354	16.556	0.000(a)
Residual		364.350	183	2.739		
Total		409.704	184			

a Dependent variable: employees' punctuality policies

balance policies on the employee task performance in Enugu State Teaching Hospital. Based on the decision rule, that if $\bar{X}$ is below 2.5 it is considered rejected and if $\bar{X}$ is 2.5 and above it is considered accepted. However, all the items in the table were accepted because they score the mean score of 2.5 and the overall mean is 4.4. It therefore indicates that work-life balance policies impact employee task performance in Enugu State Teaching Hospital.

Test of Hypotheses

The results for the various tests of hypotheses, which were tested with the Linear Regression analysis and the results are presented below:

Test of Hypothesis One

H_o: Staff orientation policies have no significant impact on employees' punctuality in Enugu State Teaching Hospital.

Hi: Staff orientation have significant impact on employees' punctuality in Enugu State Teaching Hospital

The model summary (Table 5) provides helpful information about the regression analysis. First, the 'R' column is the correlation between the actually observed independent variables and the predicted dependent variable (i.e. predicted by the regression equation). 'R square' is the square of R and is also known as the 'coefficient of the determination.' It states the proportion (or percentage) of the (sample) variation in the dependent variables that can be attributed to the independent variable(s). Further explanation is given under the (Table 6). In this study 11.1% variation in staff orientation policies (Table 6). The hypothesis which stated that "staff orientation policies have no significant impact on employees' punctuality in Enugu State Teaching Hospital" was rejected at R = 0.33, R2 = 0.11, F (1,349) = 16.556; $p < .05$. The null hypothesis is therefore rejected. This implies that staff orientation

Table 7: Coefficients (a)

Model		Unstandardized Coefficient		Standardized Coefficient		
		B	Std. Error	Beta	T	Sig.
1	Constant)	-317	0.474		-668	0.506
	SOP	0.896	0.109	33	8.239	0.000

a Dependent variable: employees' punctuality policies

Table 8a: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.342a	0.117	.111	1.16166

a Predictors: Constant), Employee welfare policies

Table 8b: ANVOVA.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.825	1	23.825	17.655	0.000a
	Residual	179.479	183	1.349		
	Total	203.304	184			

a Predators: (Constant), Staff orientation

Table 9: Coefficients (a).

Model		Unstandardized Coefficient		Standardized Coefficient		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.146	0.243		8.833	0.000
	EWP	0.559	0.058	0.342	9.729	0.000

a Dependent Variable: employee's quality of work

policies have significant impact on employees' punctuality. Table 7 revealed the degree of impact of staff orientation policies on employees' punctuality and its level of significance. The statistical results is given as; (Staff orientation policies β = .896; t = .8.239; p > 0.05). The statistical result implies that staff orientation policies are statistically significant predator of employees' punctuality.

Linear Regression Model is given as Y = a + βX

Where Y = employees' punctuality
a = Coefficient of X

Therefore, employees' punctuality = .317 + 0.869SOP.
Based on the result in the ANOVA table above, the significance level of staff orientation policies is less than 0.01 therefore we accept the alternative hypothesis and reject the null hypothesis. That is, staff orientation policies have significant impact on employee's punctuality in Enugu State Teaching Hospital.

Test of Hypothesis Two

H_o: Improved employee welfare policies have no significant effect on employee quality of work in Enugu State Teaching Hospital.
H_i: Improved employee welfare policies have significant effect on employee quality of working in Enugu State Teaching Hospital. The model summary (Table 8a) described the proportion (or percentage) of the (sample) variation in the dependent variation that can be ascribed to the independent variable(s). Further explanation is given under the (Table 8b). In this study 11.7% variation in improved employee welfare policies. The hypothesis which stated that Improved employee welfare policies have no significant effect on employee quality of work in Enugu State Teaching Hospital" was rejected at R = 0.342, R2 = 0.117, F (1, 349) = 17.655; p < .05. The null hypothesis is therefore rejected. This implies that improved employee welfare policies have significant effect on employee quality of work in Enugu State Teaching Hospital. Table 9 revealed the degree of impact of improved employee welfare policies had on employee quality of work and its level of significance. The statistical results is given as; (employee welfare policies; β = .559; t = 9.729; p > 0.05). The statistical result implies that staff orientation policies are a statistically significant predictor of employees' punctuality.

Linear Regression Model is given as Y = a + βX
Where Y = employees' punctuality
a = constant
βX = coefficient of X
Therefore, employees' punctuality = 2.146 + .559EWP

Based on the results in the ANOVA table above, the

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.125(a)	0.016	0.008	1.25837

a Predictors: Constant), work-life balance policies

Table 11: ANVOVA.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.367	1	3.367	2.126	0.147(a)
	Residual	210.603	183	1.583		
	Total	213.970	184			

a Predators: (Constant), Staff orientation

Table 12: Coefficients (a)

		Unstandardized Coefficient		Standardized Coefficient		
Model		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	3.255	.090		-2.826	.005
	WLB	1.034	.021	.125	49.856	.000

a Dependent Variable: Employee task performance

significance level for improved employee welfare policies is less than 0.01. Therefore, we accept the alternative hypothesis and reject the null hypothesis. That is improved employee welfare policies have significant effect on employee quality of working in Enugu State Teaching Hospital.

Test of Hypothesis Three

H_o: Work-life balance policies have no significant impact on employee task performance in Enugu State Teaching Hospital.
H_i: Work-life balance policies have significant impact on employee task performance in Enugu State Teaching Hospital

The model summary (Table 10) described the proportion (or percentage) of the (sample) variation in the dependent variable that can be ascribed to the independent variable(s). Further explanation is given under the (Table 11). In this study 1.6% variation in work-life balance policies. The third hypothesis which stated that "Work-life balance policies have no significant impact on employee task performance in Enugu State Teaching Hospital" was rejected at R = 0.125, R2 = 0.016, F (1, 349) = 2.126; p < .05. The null hypothesis is therefore rejected. This implies that work-life balance policies have significant impact on employee taszk performance in Enugu State Teaching Hospital (Table 11). Table 12 revealed the degree of influence of work-life balance policies had on employee task performance and its level of significance. The statistical results is given as; (work-life balance policies; β = 1.034; t = 49.856; p > 0.05). The statistical results implies that work-life balance policies have significant effect on employee task performance.

Linear Regression Model is given as $Y = a + \beta X$

Where Y = employees' punctuality
a = constant
βX = coefficient of X

Therefore, employees' punctuality = 3.255 + 1.034SWB

Based on the results in the ANOVA table above, the significance level for work-life balance policies is less than 0.01 therefore we accept the alternative hypothesis and reject the null hypothesis. That is, work-life balance policies have significant impact on task performance in Enugu State Teaching Hospital.

DISCUSSION

The finding that staff orientation policies positively influence employee punctuality aligns with research emphasizing the performance of onboarding programs. Effective onboarding clarifies work expectations, including arrival times and schedules (Noe et al., 2019). This aligns with our finding that clear explanations during orientation contribute to punctuality. Supporting this, a study by Cheng et al., (2020) found that a well-structured hospital onboarding program, including clear communication about attendance policies, led to a reduction in absenteeism and tardiness among new nurses. However, some studies suggest that factors beyond onboarding, such as work culture and supervisor enforcement, play a more significant role in punctuality (Ikioma & Mwita, 2021). The study supports the idea that thorough onboarding, including orientation, directly impacts employee behavior and productivity. Discussions in HR literature suggest that a well-structured orientation helps new hires adjust

quickly, feel committed, and embrace organizational values like timeliness. This alignment between policy and practice underscores the value of investing in comprehensive onboarding processes (Bell, 2021). Further studies suggests that successful onboarding is not just about paperwork; it is an ongoing process. Orientation sets the stage, but continuous communication, mentorship, and feedback ensure employees remain engaged and punctual. Studies show that companies with robust onboarding programs see higher employee retention and better work habits, including consistent attendance (Badshah & Bulut, 2020). Future research could explore the mediating effect of these factors in the relationship between orientation and punctuality.

The positive association between improved employee welfare policies and quality of work is consistent with research highlighting the motivational effects of employee wellbeing initiatives (Kuvaas & Dysvik, 2017). When hospital invest in employee wellbeing through benefits and programs, staff feel valued and supported (Robinson & Rouseau, 2019). This, as out study suggests, can lead to increased motivation and a higher standard of work, a study by Maslach & Leiter (2017), found that hospital employee who reported satisfaction with their wellbeing programs exhibited greater dedication and delivered high-quality patient care. However, it is important to acknowledge that the link between wellbeing and work performance can be complex. Some studies suggest that the effectiveness of wellbeing programs depends on factors like organizational culture and leadership style (Wright & Cropanzano, 2019). Future research could explore these contingencies to gain a more nuanced understanding of how wellbeing programs influence the quality of work.

The finding that work-life balance policies have a positive impact on employee task performance aligns with research advocating for the benefits of work-life balance program (Golden & Veiga, 2005). When employees are able to manage their personal commitments effectively, they experience reduced stress and burnout, leading to improved focus and productivity at work (Grywacz & Carlson, 2007). This aligns with our finding that the hospital's work-life balance initiatives contributed to a reduction in stress and improved task performance.

Scholars such as Khalid & Rathore (2018) agree that work-life balance policies enhance task performance by reducing stress, increasing job satisfaction, and improving focus. Research consistently shows that employees with better balance are more productive, creative, and committed. This emphasize that such policies are not just employee perks but strategic investments in organizational success. A study by Mertens (2019) in a hospital setting found that flexible work arrangements, a common work-life balance policy, led to increased employee engagement and improved task completion rates. However, concerns exist regarding the potential for work-life balance programs to be misused or unequally accessed by staff (McNall & Nicklin, 2016). Future research could explore how hospitals can design and implement work-life balance programs fairly and effectively to maximize their benefits for employee performance.

Conclusion

This study has highlighted the potential impact of human resource policies on employee performance and patient care outcomes within the Enugu State Teaching Hospital. The findings support the importance of investing in employee motivation, organizational commitment, and human capital development to enhance organizational performance in healthcare settings. The application of Human Capital Theory to the healthcare sector reinforces the need for healthcare organizations to prioritize employee development and engagement as a means of improving patient care, efficiency, and organizational competitiveness. Future research in this area should focus on identifying effective HR strategies and interventions that can further optimize employee performance and contribute to improved healthcare outcomes in Enugu State and beyond.

Recommendations

Based on the findings and conclusion, the researcher made the following recommendations:

1. Enugu State Teaching Hospital should ensure their onboarding programs clearly communicate expectations regarding punctuality, attendance, and work schedules. These programs should also provide new employee with the resources and support they need to integrate smoothly into the workplace.
2. Hospital should prioritize employee well-being by offering comprehensive benefit packages and implementing programs that address physical and mental health needs. This can include initiatives such as stress management, workshops, access to counseling services, and flexible work arrangements.
3. There is need for Enugu State Teaching Hospital to develop and implement work-life balance programs that allow employees to manage their personal commitments effectively. This could include flexible scheduling options, childcare support resources, and predictable work hours. By fostering a culture that recognizes the importance of a health work-life balance, hospitals can improve employee morale, reduce burnout, and ultimately enhance patient care.

Contribution to Knowledge

The study contributes valuable insights to the Understanding of how HR policies can influence employee performance within the healthcare industry, specifically focusing on a case study in Enugu, Nigeria. It highlights

the importance of tailoring HR policies to address specific aspects of employee performance, such as punctuality, quality of work, and task completion. The findings offer practical recommendations for healthcare institutions like ESUTH to improve employee performance through strategic HR policy development and implementation.

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