Evaluation Of Human Resource Policies and Employees Attitude in Health Care Setting in Port-Harcourt, Rivers State.

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***Abstract*—This study investigated the relationship between human resource policies and employee work attitude in clinical settings. The population was drawn from hundred (100) clinical staffs in medical facilities in Port Harcourt, Rivers State with sample size of 160 determined using Taro Yamaro Formula with significant level of 5%. The data was analyzed using percentage by frequency method. Conclusively, the feasibility of changes and consequences expected are on how human resource policies may be effectively applied. This means that human resource policies is a key factor in modulating employees' work attitude in health sector. It is recommended that health sectors should embrace policies that will positively affect the employees as this will enhance communication and motivation and relationship at workplace.**

***Index Terms*—Human resources, policies, employee, human relationship.**

I. INTRODUCTION

Human resource is the process of achieving competitive advantage because it has the capability to convert input resources (money, machine, methods-and materials) into output (products and services). The competitor imitates other resources like technology and capital but human resource is unique and less cumbersome.

According to Adamson and West (1998), the people are one of the most important factors providing flexibility and adaptability to organizations. It argues that one needs to bear in mind that people (managers), not the firm, are the adaptive mechanism in determining how the firm will respond to the competitive environment.

Several scholars have noted that managing people is more difficult than managing technology or capital (Becker, 2015). However, those firms that have learnt how to manage their human resources well would have an edge over others for a long time to come because acquiring and deploying human resources effectively is cumbersome and takes much longer (Becker, 2015).

The effective management of human resources requires sound Human Resource Management systems. Srivastava (2004) defines HRM as a distinctive approach to employment management which seeks to obtain competitive advantage through the deployment of a highly committed and skilled workforce, using an array of techniques.

In order to retain talented employees, a good organizational human resource Management (HRM) practice is needed to be in place. According to Srivastava (2004), a HRM practice is perceived by employees as employer's commitment to them. This is further illustrated by Morrison (2007) that employer's commitment is rooted to the employees' commitment towards their organizations. Human resource experts advocate that a HRM practice is potentially the unique source of the sustainable competitive verge for organizations. As such, an organizational HRM practice is needed to be managed strategically by organizations in order to retain their talented employees and to promote organizational commitment (OC).

Given the strategic relevance of Human Resources Management (HRM) in organizations and the lack of scientific instruments to measure employees' perceptions about policies and practices of HRM, the objective of this study is to develop and validate a Human Resource Management Policies and Practices Scale, called HRMPPS.

According to Okoroma, (2000), work on the measurement of HRM policies and practices is extremely limited and this is still true today.

Within this framework, the development of scales that allows for estimation of the perception of HRM policies aims to identify to what extent they are applicable to various organizations and aligned with organizational strategy. In addition, a scale can translate how HRM Policies are associated with business strategy, because only then can they be effective (Okoroma, 2000).

II. HUMAN RESOURCE POLICIES

The term organizational policy can be defined as principles established for leading a company, a general course of action in which some practices are developed collectively, in a constructive way, aiming to reach certain objectives (Lewis, 2005). HRM policies define the attitude, expectations and values of the organization concerning how individuals are treated, and still serve as point of reference for the development of organizational practices and for decisions made by people, besides resulting in equal treatment among individuals (Srivastava, 2004).

The term HRM policy means an organizationally articulated proposal, with theoretical and practical constructions within human relations aiming to reach the desired results. Thereby, HRM policies define theoretical and practical referential built to make possible the reaching of an organization's objectives and purposes, operating as thinking and acting guides for the HRM area. Some research results have pointed out positives relationships between HRM policies and variables like commitment, productivity, profitability and quality, among others (Wall, Cook and wall (2000). In the meta-analysis performed, Alaramola 2012), found that relationships between Human Resources practices and organizational outcomes are stronger in manufacturing companies than in service companies.

There is indeed a consensus that HRM practices produce higher organizational performance when integrated into business strategy (Adaramola, 2012). This is also true for small firms. The study conducted by Hammer and Smith 2010) showed that HRM policies have a positive effect on organizational performance through employee attitudes (satisfaction, commitment, motivation) and employee behaviors (absences, turnover, disputes). In summary, HRM policies assume special connotation in development, appreciation and retention of talents. They also promote employee commitment and, as a result, goodwill on their part to act in a flexible and adaptive manner towards excellence in organizations (Chen and Repax, 2009). An entrepreneurial strategy aiming at production and supply of added-value products and services must concern the development and the implementation of HRM policies resulting in well-qualified employees (Chen et al; 2009).

III. METHODOLOGY

Research Design

The research design is the method and plan used to collect data and test relationship between the variable hypothesized (Baridam, 2001). In other words, it has been considered as a "blue print" for research, dealing with at least four problems: what question to study, what data are relevant, what data to collect and how to analyze the result.

For the purpose of this study, a cross-sectional survey design, a subset of quasi experimental research field survey of some selected clinical centres in Port Harcourt metropolis.

IV. POPULATION OF THE STUDY

A population is the summation or totality of elements in a given location of interest. According to Okafor (2002), research population is a complete set of items that is of interest to a researcher or investigator.

It comprises of medical personnels, clinical staffs and pharmacists. Basically, the population of this study encompasses of all staff of the selected healthcare centres in Port Harcourt, drawn from a population of 100 staffs from 4 selected medical clinical setting in Port Harcourt.

V. SAMPLING TECHNIQUE

This research study was limited to selected clinical settings in Port Harcourt, in order to determine the sample size of this research work, the Taro Yamane formular was used in determining the sample size with a significant level of 5%

The formula is given as:

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

where

n = sample size soughed
e = level of significance = 0.05
N = Population size
The sample size is: 160

$$N = \frac{N}{1+N(e)^2} = \frac{160}{1+(160x0.05)^2} = 114.28$$

VI. DATA ANALYSIS METHOD

Data were analyzed using simple percentage for questions answered by the respondents in the questionnaire presented to them. The percentage was used to evaluate the data.

Data Presentation and Analysis
Respondents were asked to answer questions as stipulated in the questionnaire.

Table 1: Responses as to if there is a relationship between employee welfare and punctuality.

Respondent	Yes	No	Total	%
Strongly agree	26	17	43	37.72
Agree	20	12	32	28.07
Strongly disagree	8	10	18	15.79
Disagree	7	6	13	11.4
Undecided	3	5	8	7.018
Total	64	50	114	100

Source: Survey Data, 2026

From the table above, it is shown that 43 people representing 37.72% strongly agree that the implementation of employee welfare affects punctuality, 32 or 28.07% of the respondents agree with the idea, 18 representing 15.79% of the total respondents strongly disagree, 13 or 11.4% disagree and 8 or 7.018% are undecided of the idea.

Table 2: Responses as to whether Empowerment Influence Employee Punctuality.

Respondent	Yes	No	Total	%
Strongly agree	15	17	32	28.07
Agree	20	12	32	28.07
Strongly disagree	15	13	28	24.56
Disagree	7	6	13	11.4
Undecided	4	5	9	7.895
Total	61	53	114	100

Source: Survey Data, 2026

The table above, revealed that 32 people representing 28.07% strongly agree that empowerment influences employee's productivity, 32 or 28.07% of the respondents agree with the idea, 28 representing 24.56% of the total respondents strongly disagree, 13 or 11.4% disagree and 9 or 7.895% are undecided of the opinion.

Table 3: Responses as to whether Empowerment Influence Employee Punctuality.

Respondent	Yes	No	Total	%
Strongly agree	20	17	37	32.46
Agree	13	12	25	21.93
Strongly disagree	15	12	27	23.68
Disagree	8	6	14	12.28
Undecided	4	7	11	9.649
Total	60	54	114	100

Source: Survey Data, 2026

The table above, it is seen that 37 people representing 32.46% strongly agree that employee's welfare affects productivity, 25 or 21.93% of the respondents agree with the idea, 27 representing 23.68% of the total respondents strongly disagree, 14 or 12.28% disagree and 11 or 9.649% are undecided of the opinion.

Table 4: Responses as to whether Empowerment Influence Employee Punctuality.

Respondent	Yes	No	Total	%
Strongly agree	15	17	32	28.07
Agree	13	17	30	26.32
Strongly disagree	15	8	23	20.18
Disagree	8	6	14	12.28
Undecided	4	11	15	13.16
Total	55	59	114	100

Source: Survey Data, 2026

From the table above, it is revealed that 32 people representing 28.07% strongly agree that there is a direct relationship between empowerment and punctuality, 30 or 26.32% of the respondents agree with the idea, 23 representing 20.18% of the total respondents strongly disagree, 14 or 12.28% disagree and 15 or 13.16% are undecided of the idea.

Table 5: Responses as to whether human resource policies affect employee's work attitude.

Respondent	Yes	No	Total	%
Strongly agree	18	17	35	30.7
Agree	13	14	27	23.68
Strongly disagree	15	8	23	20.18

Disagree	8	6	14	12.28
Undecided	4	11	15	13.16
Total	58	56	114	100

Source: Survey Data, 2026

The table above, it is shown that 35 people representing 30.7% strongly agree that human resource policies affect employee's work attitude, 27 or 23.68% of the respondents agree with the idea, 23 representing 20.18% of the total respondents strongly agree, 14 or 12.28% disagree and 15 or 13.16% are undecided of the opinion.

VII. DISCUSSION OF FINDINGS

This study made attempt to identify the various dimensions of human resource policies in the hospital setting and how it has affected employee's work attitude. However, in line with this, the study revealed the relationship between human resource policies and employee work attitude in the hospital setting.

Furthermore, there is significant relationship between human resource policies and employee's work attitude, this suggest that work attitude depends on the implementation of human resource policies to be effective.

VIII. CONCLUSION

Conclusively, inadequate and non-implementation of human resource policies influences employee's attitude at workplace, this has affected performance, policies formulation and workers relationship.

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