

**ORGANIZATIONAL POLICIES AND JOB PERFORMANCE OF HEALTH RECORDS  
OFFICERS IN TERTIARY HOSPITALS IN NORTH-CENTRAL, NIGERIA**

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**ABSTRACT**

*This study investigated the influence of organizational policies on job performance of health records officers in tertiary hospitals in North-Central, Nigeria.*

*The study used survey design. The population comprised 211 health records officers in five tertiary hospitals using EMR in North-Central, Nigeria. A sample of 136 was obtained using Krejcie and Morgan formula. Stratified sampling techniques was used to select the participants. A structured and validated questionnaire was used to collect data. Cronbach' s alpha reliability coefficients for the constructs ranged from 0.84 to 0.91. The response rate was 96.3%. Data were analyzed using descriptive and inferential (simple and multiple regression) statistics. Findings revealed that organizational policies positively influenced job performance of health records officers ( $R^2 = 0.312$ ,  $\beta = 0.558$ ,  $t(128) = 7.640$ ,  $p < 0.05$ ). Relatively, work equipment ( $\beta = 0.450$ ,  $t(124) = 3.898$ ,  $p < 0.05$ ), Employee welfare policy ( $\beta = -0.010$ ,  $t(124) = 0.111$ ,  $p > 0.05$ ) and policy on work environment ( $\beta = 0.173$ ,  $t(124) = 1.317$ ,  $p > 0.05$ ) had positive influences on job performance of health records officers in tertiary hospitals in North-Central, Nigeria. Findings from the study also revealed that the level of job performance of health records officers in tertiary hospitals in North-Central, Nigeria was very high ( $\bar{x}=3.58$ ). Tertiary hospitals in North-Central, Nigeria practiced different organizational policies ( $\bar{x}=3.08$ ). Overall extent of EMR use was very high (3.65). The study concluded that organizational policies enhanced job performance of health records officers. The study recommended that job performance of health records officers which is high should be sustained while poor bonus, allowances and lack of free medical care for workers should be addressed by management of tertiary hospitals in North-Central, Nigeria.*

**Keywords:** Health records officers, Job performance, Organizational policies, Tertiary hospitals

**Introduction**

Tertiary hospitals are hospitals that provide tertiary care or specialized care and this type of care is a high level of healthcare obtained from specialists in large hospitals after referral from providers of primary or secondary care. They are also referred to as the third tier and highest level of care staffed with different but specialized healthcare professionals to provide care for seriously sick patients mostly with complications. Tertiary hospitals are technically advanced and usually service oriented centres of care which require a well-coordinated, organized and motivated workforce with high level of job performance. Flegel (2015) citing US National Library of Medicine defined tertiary hospital as a care of highly technical and specialized in nature, provided in a medical centre usually affiliated with a university, for patients with unusually severe, complex or uncommon health problems. It is therefore expected that job performance of

the workforce in the tertiary hospital including that of health records officers in tertiary hospitals should be of high standard driven by best practices. Job performance is understood generally as an important variable in any organisation and consequently has become a key indicator in measuring organizational output and outcome. The level at which individuals in teaching hospitals perform their tasks is of high concern to the organization and the individuals as well (Gomez-Mejia, Balkin & Cardy, 2017). To this end, employers are very concerned about the performance of their employees and has become a major issue in the tertiary healthcare sector.

The core tasks of health records officers are to organize and manage the health records systems that will provide efficient and effective medical records services to hospitals, develop health records standards that includes confidentiality, healthcare data collection, medical coding process, quality assurance and adequate health records contents among others (Ajami, Ketabi, & Torabiyani, 2015; Mogli, 2016). This implies that their performance on the job must be at optimal level continuously in order to deliver expected results that contribute to the overall organizational goals as stipulated by policies. Alkali, Nura and Bello (2020) argued that substandard services and poor quality of care by health records officers has being a prevailing issue in tertiary hospitals in Nigeria and this is due to lack of vital equipment, insufficient personnel and poor funding. Bharadwaj (2015) also contended that, high performing employees work towards the actualization of organizational objectives, goals and mission. Moreover, high performing employees get promoted, awarded and honoured. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals. Therefore, the need to pay attention to the poor performance and its barriers among health records officers in tertiary hospitals that cannot be overemphasized.

Barriers to performance as perceived by Hlengane and Bayat (2013), include job ineffective or poor communication, lack of resources, non-implementation of job performance appraisal system, non-recognition of employees' views and low morale. John (2007) asserts that although poor performance is a serious issue in all professions and industries but the health industry carries the aspect that is specific to the caring profession and that poor performance considering its negative effects on patient care and welfare. Invariably there is likely to be poorer job performance among healthcare professionals in tertiary hospitals where medicine is being practiced. Waheed, Afsar, Mirwise and Ahmed (2019) averred that the success of any organization is highly dependent on how it recruits and retains high-performing workforce. The non-availability of a comprehensive patients' medical record, which is linked to poor job performance of health records officers in many developing countries has often resulted in doctors not being able to proceed with medical care or sometimes administering wrong treatments to the detriment of the patients (Marutha, 2017). However, Olapojoye (2017) noted that challenges that hamper the job performance in health facilities, include inadequate facilities, organizational problems, lack of quality laboratory equipment, poor doctor-patient relationship and missing patient records resulting from poor record keeping practices, the latter, which could be infer as poor performance of health records officers. Other factors linked to poor job performance include records management problems, incompetent staff, poor decision making, long patient waiting time and difficulty in filing medical records prescriptions resulting (Olapojoye, 2017). Job performance can be measured with different indicators, however, this study adopts three indicators of Campbell (1990) model such as timely job delivery, minimal supervision and communication as a guide to understanding health records performance in the tertiary health care. Although Campbell (1990) stated eight indicators to measure job performance, the researcher decided to use these three indicators because they are more related and relevant to measure job performance of health records officers. Literature points out that many tertiary healthcare facilities in North Central Nigeria have, over the years, experienced increased death rates, incidences of chronic diseases, poor documentation of patients records, lack of medical history of many patients due to missing medical records and low level patient-doctor interactions due to inadequate records (Oladejo, Umeh, & Egolum, 2015). This calls for investigation into the existence

and or implementation of organizational policies on patients' medical records keeping and the level of awareness health record officers have on these policies.

Organizational policies are guidelines prevalent or available in the organization that are used in guiding the operation of that organization. Banks, Woznyj, Wesslen, Frear, Berka, Heggstad, & Gordon, (2019) defined policy as the objectives, the mode of thought and the body of principle underlying the activities of an organization. Policies are critical components of any organization as they help in addressing pertinent issues (Banks et al., 2019). Inability to follow the established policies means the organization would be greatly exposed to law suits. Zainudin, Ahmad-Mahdzan and Leong (2018) argued that a highly bureaucratic organization is characterized by too many policies that should be adhered to by employees and this limits the flow of information between different departments in an organization. This in many cases would adversely affect performance of an organization. On the contrary, Kanyurhi and Akonkwa (2016) opine that policies establish order which helps in coordination of activities and other operations in an organization. This facilitates quick flow of information which ultimately improves performance of an organization in different dimensions. Thus, policies in organizations include promotion policies, recruitment policies among others. As a result of the crucial nature of their job, policies backing the collection and maintenance of health records are not only mandates the collection of patients' health information, but also motivate health record officers to put in their best at all times. However, where such policies are lacking or perhaps fail to capture aspects encouraging high level performance for workers in an organization, job performance can nosedive. With the observed laxity in the job performance of health records officers in North-Central Nigeria, one begins to wonder the nature and extent of organizational policies present in tertiary hospitals in the region in relation to health records keeping. In this study organizational policies (originated policies) was measured using policy on employees' welfare, policy on work environment and policy on provision of work equipment. Against the backdrop, this paper examines organizational policies and job performance of health records officers in tertiary hospitals in north-central, Nigeria.

### **Objective of the study**

The general objective of this study is to investigate the influence of organizational policies on the job performance of health records officers in tertiary hospitals in North Central Nigeria. The specific objectives are to:

1. find out the job performance level of health records officers in tertiary hospitals in North-central Nigeria;
2. establish organizational policies prevalent in tertiary hospitals in North-central Nigeria;
3. determine the influence of organizational policies on job performance of health records officers in tertiary hospitals of North-central Nigeria;
4. determine the relative influence of organizational policies dimensions on the job performance of health records officers in tertiary hospitals in North-central Nigeria;

### **Research Questions**

The study attempted to provide answers to the following research questions:

1. What is the level of job performance of health records officers in tertiary hospitals in North-central Nigeria?
2. What are the organizational policies prevalent in tertiary hospitals in North-central Nigeria?

### **Research Hypotheses**

The following null hypotheses were tested at 0.05 level of significant in this study:

**H<sub>0</sub>1:** Organizational policies will have no significant influence on job performance of health records officers in tertiary hospitals in North Central, Nigeria

**H<sub>0</sub>2:** Organizational policies (dimensions) use will have no relative influence on job performance of health records officers in selected tertiary hospitals in North Central, Nigeria.

### **Literature Review**

Job performance is defined by Campbell (1990), as actions or behaviours relevant to organizational goals which include both productive and counterproductive employee behaviours that contribute to or detract from organizational goals. Viswesvaran and Ones (2017) introduced a more recent definition of job performance as behaviour and outcomes that employees undertake that are contributory to organizational goals. This means that job performance refers to the effectiveness of individuals' behaviours that contribute to organizational objectives and should consist of task performance and contextual performance. Motowidlo and Van Scotter (2014) asserted that both constructs are influenced by different factors, for instance job-related experience determines task performance while individuals' personality type determines contextual performance. Jex and Britt (2018) argued that the term job performance may need redefinition to essentially broaden the construct to include non-productivity or extra-role dimensions such as cooperation, helping co-workers and superiors and generalized tendencies toward compliance. They further proposed that job performance should be measured based on the extent to which employee engage in organizational citizenship behaviours, that job performance is oftentimes assessed in term of financial figures as well as through the combination of expected behaviour and task related aspects

Sarmiento, Beale and Knowles (2007) referred to job performance as the result of two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job. Job performance as defined by Motowidlo and Keil (2013) is the organizations total expected value on task related proficiency of an employee, or fulfilment of tasks that are required by the formal job description. In other words, task performance is the behaviors related specifically to performing job-related matters and can be measure with such indicators as accuracy, timeliness, attention to detail, creativity and innovation, good time management, ability to perform in all key areas of role, consistency and initiative. In human resource management studies, task performance has been measured using a range of criterion measures, including supervisory ratings, productivity indexes, promotability ratings, sales total, and turnover rate. Although these indicators might be presumed to reflect performance at various degrees, Gomez-Mejia et al., (2017) stated that task performance should be distinguished into quality of work done, quantity of work performed, and interpersonal effectiveness. Felício, Rodrigues and Samagaio (2016), opined that performance looks at aspects like satisfaction of the customers, efficient work processes, effectiveness in handling tasks and flexibility. Therefore, from the above definitions it is clear that job performance is related to the extent to which an employee is able to accomplish tasks assigned to him or her timely, while paying attention to details and being innovative in the process, and how the accomplished task contributes to the realization of the overall organizational goals.

Job performance of health records officers in hospitals is an important aspect of healthcare service delivery especially with the rate of information explosion and the increasing pressure to organize and categorize important patients' data and information in the tertiary hospitals. In Europe and America, hospitals have sought for ways to reduce their exposure to potential liability suits through proper internal controls as well as the enhancement of health records officers' job performance evident in accurate record keeping and ensuring availability of critical patients' records when needed. Health record officers are expected to ensure accuracy, timeliness, attention to detail, creativity and innovation, good time management, ability to perform in all key areas of role, consistency and initiative in creating, archiving and management of patients records (Mogli, 2016). Job performance of employees can be linked to existing organizational policies.

Policies assist in managing legal risks, outlines benefits and opportunities provided by organization for its workers while providing rules and guidelines for decision making in routine situations (Weekes, 2013). Organizational policies are statements of principles and practices dealing with the ongoing management and administration of the organisation (Apak & Gümüş, 2015). To put it in simple term, organizational policies are a statement of purpose, which highlights broad guidelines, on action to be taken to achieve organizational purposes. Organizational policies act as a guiding frame of reference, in dealing with various issues about how the organisation deals with everything, right from its day-to-day operational problems or how to respond to requirements to comply with legislation, regulation and codes of practice. It is important that organizational policies are simple and reasonable, and that employees are aware and clearly understand what the policy is trying to achieve. Organizational policies are noted to play a major role in defining an organizations culture and outlining its mode of operation. Organizational policies are rules and guidelines that determine how activities are carried out in an organization. Banks, Also, organizational policies play an important role in outlining acceptable actions within an organization. Strict adherence to policies helps in protecting employees as well as the firm. Leonidou, Christodoulides, Kyrgidou and Palihawadana (2017) viewed organizational policies to cover the internal control system that determines how activities are carried out. As good as organizational policies however, there exists mixed evidence on the link between organizational policies and performance.

An organization with proper policies on promotion results in fairness which helps employees to effectively carry out their duties and thus positively contributing towards performance of an organization. Ogunyomi and Bruning (2016) indicated that recruitment policies ensure that competent and qualified staff are hired and retained in an organization which boosts performance of an organization. The welfare policies shape the nature of environment and conditions in an organization that contributes towards performance. In the banking sector, credit administration policies ensure that credit worthy customers' area advanced with credit which implies a reduction in non-performing loans and thus generally boosting on performance of an organization. This implies that an organisation cannot function optimally without some form of policies guiding its operations. Apak and Gümüş (2015) contended that the effectiveness of any organisation depends upon the framing of apt policies and practices that help in meeting the goals of organisation in the changing environment. A sound policy of an organisation, reflect on the goals, objectives, vision and values of the organisation keeping into consideration the available resources and man power. Further, a sound policy reflects crucial issues of an organisation, such as organizational values, expectations of the people and organizational goals. In terms of scope, policies within an organisation could be functional, organizational, originated, appealed, imposed, specific, written or implied (Kanyurhi & Akonkwa, 2016). It is important to state that originated policies are the main focus of this study. Originated policies are policies formulated by top level management, by reference to the objectives of the organization and their achievement. The purpose of these policies is to guide the actions of their subordinates. Sometimes, originated policies are formulated in active consultation with managers at lower levels. Policies generally, are an essential part of any organization, providing a roadmap for day-to-day operations and also ensuring compliance with laws and regulations to give guidance for decision-making (Kanyurhi & Akonkwa, 2016). Health record keeping is a matter of policy in health institutions everywhere in the world. This is because the quantity and quality of information available to healthcare professionals to a large extent impact the outcome and continuity of patient care (Attah, 2017). For this reason, health records officers are specially trained and backed by policy to obtain and preserve medical information needed for clinical decision making on individuals cases as they seek medical help. Health record policies in medical institutions provide clearly defined procedures for the creation, use, management, archiving, transportation and disposal of all clinical records of all formats (Malykh & Rudetskiy, 2018). Tagbotor, Adzido and Agbanu (2015) posit that records management policy provides guidance in establishing and maintaining records. Lack of policies and non-compliance are the main causes of poor records management, which is a reflection of health record officers in tertiary hospitals in North-Central Nigeria.

Itodo and Abang (2018) examined the impact of staff welfare policy on the performance of the officers and men of Nigeria Police Academy Wudil, Kano State. The result shows a positive long run relationship between staff welfare, staff turnover and staff productivity. Chaudhay and Iqbal (2011) discovered that the welfare policies of most Indian railway organizations are poor in comparison with those of other organizations such as auto, textile, aviation and banking. The study was carried out using both primary and secondary data, primary data was collected through the use of questionnaire while secondary data and a sample of 500 employees. Manasa and Krishnanaik (2015) examined employee welfare measures in cement corporation of India and the findings revealed that study established that employees in auto sector are highly satisfied with the intra-mural welfare measures in their organizations. Nyakwara et al. (2014) found that the major forms of industrial unrest experienced by MSC were strikes and the main cause of this was inflexibility of terms and conditions of employment. Sarathkumar and Bondurant (2013) found that the conditions of work in sugar factories of eastern region of Uttar Pradesh were not very satisfactory particularly in respect of safety of employee and the provision of welfare facility. Gallie (2012) revealed that provision of intramural and extramural welfare facilities help in improving the quality of work-life of employees thereby good human relations will develop among different employees, which in turn affects their input in the workplace positively.

### **Methodology**

This study utilized a research design of survey type, the population of study comprised of 211 health records technicians and health record officers in tertiary hospitals in North-Central, Nigeria. There are nine (9) tertiary hospitals belonging to federal government of which five (5) tertiary hospitals already using electronic medical records (EMR) were selected for this study. The five selected tertiary hospitals have a total of 211 health records officers and health records technicians. Therefore the population of this study is made up of 211 health records officers and health records technicians under the employment of tertiary hospitals in North-Central Nigeria. A sample size of 136 was drawn from the population using Krejcie and Morgan (1970) formula determination of the sample size. Questionnaire was used as instrument of collection, the collected data were collated and analysed using descriptive and inferential statistics.

### **DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS**

#### **Research Question One: What is the level of job performance of health records officers in tertiary hospitals in North-central Nigeria?**

Research question one was analysed with frequency counts, percentage, mean and standard deviation statistics. The results of the analysis are reported in Tables 1.

Table 1: Level of job performance of health records officers in tertiary hospitals

Statements	Very High Level (4)	High Level (3)	Low Level (2)	Very Low level (1)	Mean	Std.
Indicate your level of agreement to the following statements						
<b>Timely job delivery</b>					<b>3.60</b>	<b>.37</b>
I usually type patients' data faster and better to a	97(74.0%)	34(26.0%)			3.74	.44
I keep to time in delivering any assignment given to me to a	99(75.6%)	29(22.1%)	01(0.8%)	02(1.5%)	3.72	.56
Saved patients' data are accessed timely and easily to a	98(74.8%)	29(22.1%)	03(2.3%)	01(0.8%)	3.71	.55
Effectiveness of access to patients' records is to a	85(65.6%)	39(29.8%)	06(4.6%)		3.62	.59
Answering information requests is usually timely to a	76(58.0%)	47(35.9%)	07(5.3%)	01(0.8%)	3.51	.64
Period of accessing patients' records is usually timely to a	48(36.6%)	75(57.3%)	05(3.8%)	03(2.3%)	3.28	.65
<b>Effective communication</b>					<b>3.56</b>	<b>.48</b>
I communicate meaningfully with patients in my line of duty to a	110(84.0%)	19(14.4%)	01(0.8%)	01(0.8%)	3.82	.46
I communicate with my colleagues regularly to a	98(74.8%)	23(17.6%)	03(2.3%)	07(5.3%)	3.62	.78
I receive useful feedback from superiors on my job performance to a	87(66.5%)	38(29.0%)	04(3.0%)	02(1.5%)	3.60	.63
I communicates regularly with my supervisor to a	89(67.9%)	33(25.2%)	05(3.8%)	04(3.1%)	3.58	.71
Hospital goals are clearly communicated to me to a	82(62.6%)	40(30.5%)	05(3.8%)	04(3.1%)	3.53	.72
The people in my department have shared understanding of departmental goals to a	48(36.6%)	72(55.0%)	06(4.6%)	05(3.8%)	3.24	.71
<b>Minimal supervision</b>					<b>3.55</b>	<b>.32</b>
Without supervision, I pay attention to details to a	108(82.4%)	19(14.5%)	03(2.3%)	01(0.8%)	3.79	.51
I enjoy autonomy in discharging my duties to a	93(71.0%)	34(26.0%)	04(3.0%)		3.68	.53
I enjoy working with my supervisor around me to a	88(67.1%)	30(22.9%)	12(9.2%)	01(0.8%)	3.56	.69
I complete my tasks faster without supervision to a	71(54.3%)	56(42.7%)	04(3.0%)		3.51	.56
I enjoy working with my co-workers to a	61(46.6%)	70(53.4%)			3.47	.50
Under supervision, my performance is to a	62(47.4%)	59(45.0%)	08(6.1%)	02(1.5%)	3.38	.67
<b>Job performance (Average Weighted Mean = 3.58)</b>						

Source: Researcher' s Field Survey, 2022

Decision Rule: 1.0-1.49 = Very Low Level; 1.50-2.49 = Low Level; 2.50-3.49 = High Level; 3.50-4.0= Very High Level.

The result of Table 1 showed that, the level of job performance of health records officers in tertiary hospitals in North-central Nigeria, was very high ( $\bar{x}$ =3.58), on a scale of 4. Job performance was divided into three dimensions namely timely job delivery, effective communication and minimal supervision. The

group mean for each of the job performance components were also calculated. Of the three dimensions of job performance, timely job delivery score was highest (average mean = 3.60) while minimal supervision was lowest (average mean = 3.55) in the tertiary hospitals. This situation could be due to the fact that health records officers in the tertiary hospitals in North-Central performed very highly in areas such as communication with patients (3.82), typing of patients' data (3.74), timely delivery of assignment (3.72), quick accessibility of saved patients' data (3.71), access to patients records (3.62), communication with colleagues (3.62), attention to details (3.79), enjoyment of job autonomy (3.68). These results suggest the need for tertiary hospitals in the study area to sustain the job performance of health records officers in the aforementioned areas.

**Research Question Two: What are the organizational policies prevalent in tertiary hospitals in North-central Nigeria?**

Research question two was analysed with frequency counts, percentage, mean and standard deviation statistics. The results of the analysis are reported in Tables 2.

Table 2: Prevalent organizational policies in tertiary hospitals

Statements	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Mean	Std.
Kindly tick (√) using the scale below the option that best satisfies your response						
<b>Policy on provision of work equipment/facilities</b>					<b>3.29</b>	<b>.67</b>
My hospital has EMR facilities to enable medical records officers accomplish task.	88(67.2%)	33(25.2%)	05(3.8%)	05(3.8%)	3.56	.75
My hospital has adequate furniture, water and electrical installations for use at work	70(53.4%)	48(36.7%)	10(7.6%)	03(2.3%)	3.41	.73
My hospital has suitable and sufficient fire extinguishing equipment and they are maintained in a serviceable condition.	69(52.6%)	44(33.6%)	12(9.2%)	06(4.6%)	3.34	.83
My hospital provides sufficient computers and accessories for workers	68(51.9%)	44(33.6%)	11(8.4%)	08(6.1%)	3.31	.87
My hospital has sufficient number of toilets to cater for workers and patients	63(48.1%)	49(37.4%)	09(6.9%)	10(7.6%)	3.26	.89
The sitting arrangement in my hospital is convenient for workers.	27(20.6%)	70(53.4%)	24(18.4%)	10(7.6%)	2.87	.83
<b>Policy on work environment</b>					<b>3.08</b>	<b>.69</b>
My work environment provides directional signs, and guides for workers	65(49.6%)	47(35.9%)	14(10.7%)	05(3.8%)	3.31	.81
My hospital provides adequate office space, water and sanitizers to keep the work environment clean	65(49.6%)	43(32.8%)	14(10.7%)	09(6.9%)	3.25	.91
There is a restroom for workers in my hospital environment	66(50.3%)	36(27.5%)	14(10.7%)	15(11.5%)	3.17	1.02
My hospital has a crèche facility for female workers who are nursing mothers	69(52.7%)	32(24.4%)	11(8.4%)	19(14.5%)	3.15	1.09
My hospital provides security cover for workers on duty	30(22.9%)	79(60.3%)	12(9.2%)	10(7.6%)	2.98	.79
The is a lunchroom for workers within the hospital environment	19(14.4%)	61(46.6%)	28(21.4%)	23(17.6%)	2.58	.94
<b>Employee welfare policy</b>					<b>2.87</b>	<b>.48</b>



The welfare policy in my hospital allows female employees to go on maternity leave	108(82.4%)	12(9.2%)	10(7.6%)	01(0.8%)	3.73	.63
Workers annual leave policy in my hospital is satisfactory	76(58.0%)	39(29.8%)	14(10.7%)	02(1.5%)	3.44	.75
Employee welfare activities in my hospital give a feeling of safety and improves workers performance	51(38.9%)	32(24.5%)	40(30.5%)	08(6.1%)	2.96	.97
Training and retraining is part of welfare policy in my hospital	32(24.4%)	70(53.5%)	19(14.5%)	10(7.6%)	2.95	.84
The welfare policy in my hospital covers bonus and allowances	14(10.7%)	21(16.0%)	67(51.2%)	29(22.1%)	2.15	.89
My hospital has a welfare policy that provides free medical care for workers	16(12.4%)	12(9.3%)	31(23.7%)	61(46.6%)	1.95	1.07
<b>Organizational policy (Average Weighted Mean = 3.08)</b>						

**Source: Researcher's Field Survey, 2022**

**Decision Rule:** 1.0-1.49 = Strongly Disagree; 1.50-2.49 = Disagree; 2.50-3.49 = Agree; 3.50-4.0= Strongly Agree.

Respondents were asked to indicate the organizational policies prevalent in tertiary hospitals in North-central Nigeria. The result of Table 2 shows that tertiary hospitals in North-central Nigeria practiced different organizational policies, as indicated by the average weighted mean score (3.08), on a scale of 4. Further analysis revealed that, the prevalent organizational policies in tertiary hospitals in North-central Nigeria are policy on provision of work equipment/facilities ( $\bar{x}$ =3.29), policy on work environment ( $\bar{x}$ =3.08) and employee welfare policy ( $\bar{x}$ = 2.87). The finding suggests that, the organizational policies predominantly practiced in the tertiary hospitals are policy on provision of work equipment/facilities, policy on work environment and employee welfare policy.

Further analysis revealed that participants in the study area indicated satisfaction with provision of EMR facilities to health records officers for easy accomplishment of task (3.56), adequate furniture, water and electrical installations work (3.41), availability and maintenance of fire extinguishing equipment (3.34), availability of maternity leaves for female employees (3.73), provision of annual leaves (3.44) and sufficient computers and accessories for workers (3.31). It is obvious from this result that the prevalent organizational policies in tertiary hospitals in North-central Nigeria is as a result of the aforementioned factors. Nonetheless, the result showed that the tertiary hospitals performed poorly in the aspect of bonus and allowances (2.15) and free medical care for workers (1.95). This result suggests that tertiary hospitals in the study area could further improve their organizational policies on personnel by paying attention to staff welfares namely bonus, allowances and free medical care for health records officers.

### **Test of Hypotheses**

Hypotheses 1-2 were carefully analysed and tested using simple and multiple linear regression analyses and reported in Tables 3 and 4.

### **Hypothesis One: Organizational policies will have no significant influence on job performance of health records officers in tertiary hospitals in North Central, Nigeria.**

Hypothesis one was tested with simple linear regression analysis. The results of the regression analysis are reported in Tables 3.

Table 3: Simple linear regression analysis of organizational policies and job performance of health records officers

Predictors	B	Beta ( $\beta$ )	T	P	R <sup>2</sup>	Adj. R <sup>2</sup>	F	ANOVA (Sig.)
(Constant)	2.650		21.544	.000				
Organizational Policies	.301	.558	7.640	.000	0.312	0.306	58.368	0.000

Dependent Variable: Job performance  
Predictors: (Constant), Organizational policies  
DF (F-Statistic) = 1, 129  
DF (T-Statistic) = 128

Source: Field Survey Results, 2022

Table 3 shows that organizational policies have significant influence on job performance of health records officers in tertiary hospitals in North Central, Nigeria ( $R^2= 0.312$ ,  $\beta = 0.558$ ,  $t(128) = 7.640$ ,  $p<0.05$ ). The model shows that organizational policies explained 31.2% ( $R^2= 0.312$ ) change in the job performance of health records officers. This implies that the job performance of health records officers depends on organizational policies. Hence, the null hypothesis which states that, organizational policies will have no significant influence on job performance of health records officers in tertiary hospitals in North Central, Nigeria was rejected. Therefore, organizational policies are vital to improving the job performance of health records officers in tertiary hospitals in North Central, Nigeria.

The result of the Table 4 further indicates that, holding organizational policies to a constant zero, job performance of health records officers would be 2.650. In other words, in the absence of organizational policies, job performance of health records officers would still be high based on the fact that other factors not investigated in the study can still influence job performance of health records officers. Additionally, the model shows that when organizational policies is improved by one unit on a measurement scale, there will be corresponding 30.1% (0.301) increase in the job performance of health records officers. This result suggests that, organizational policies are strong predictor of job performance of health records officers in North Central, Nigeria.

Hypothesis Two: Organizational policies dimensions (employee welfare policy, policy on work environment and policy on provision of work equipment/facilities) will have no relative influence on job performance of health records officers in selected tertiary hospitals in North Central, Nigeria.

Hypothesis three was tested with multiple regression analysis. The results of the regression analysis are presented in Tables 4.

Table 4: Multiple linear regression analysis of relative influence of organizational policies (dimensions) and job performance of health records officers

Predictors	B	Beta ( $\beta$ )	T	P	R <sup>2</sup>	Adj. R <sup>2</sup>	F	ANOVA (Sig.)
(Constant)	2.731		20.063	.000				
Employee welfare policy	-.006	-.010	-.111	.912				
Policy on work environment	.072	.173	1.357	.177	0.348	0.333	22.609	0.000
Policy on provision of work equipment/facilities	.194	.450	3.898	.000				

Dependent Variable: Job performance  
Predictors: (Constant), Employee welfare policy, Policy on work environment, Policy on provision of work equipment/facilities  
DF (F-Statistic) = 3, 127  
DF (T-Statistic) = 124

Source: Field Survey Results, 2022

Table 4 revealed that organizational policies dimensions have relative influence on job performance of health records officers in selected tertiary hospitals in North Central, Nigeria (*Adj. R<sup>2</sup>*=0.333, *F*(3, 127) = 22.609, *p*<0.05). The model shows that the linear combination of dimensions of organizational policies (employee welfare policy, policy on work environment, policy on provision of work equipment/facilities) explain 33.3% (*Adj. R<sup>2</sup>*=0.333) of job performance of health records officers in selected tertiary hospitals in North Central, Nigeria. This implies that the dimensions of organizational policies predict job performance of health records officers in selected tertiary hospitals in North Central, Nigeria. Hence, the null hypothesis which states that, organizational policies will have no relative influence on job performance of health records officers in selected tertiary hospitals in North Central, Nigeria, was rejected. From relative standpoint, policy on provision of work equipment/facilities ( $\beta = 0.450$ , *t* (124) =3.898, *p*<0.05) had significant positive influence on job performance of health records officers in selected tertiary hospital in the study area. Employee welfare policy ( $\beta = -0.010$ , *t* (124) =-0.111, *p*>0.05) and policy on work environment ( $\beta = 0.173$ , *t* (124) =1.317, *p*>0.05) had no significant influence on job performance of health records officers. The result further shows that policy on provision of work equipment/facilities is the only contributor to job performance of health records officers in tertiary hospitals in North Central, Nigeria. This suggests that improving the policy on provision of work equipment/facilities would lead to better job performance of health records officers in selected tertiary hospitals in North Central, Nigeria.

The result further indicates that holding policy on provision of work equipment/facilities to a constant zero, job performance of health records officers would be 2.731. However, in the absence of policy on provision of work equipment/facilities, the health records officers in the tertiary hospitals would still perform effectively on the job based on the fact that, other factors not investigated in the study can still influence the job performance of the health records officers. The result further indicates that, when policy on provision of work equipment/facilities is improved by one unit on a measurement scale, there will be corresponding increase in job performance of health records officers in selected tertiary hospitals in North Central, Nigeria by 19.4% (0.194). Conclusively, provision of work equipment/facilities would result in better job performance of health records officers in selected tertiary hospitals in North Central, Nigeria.

### Discussion of the findings

This study examined the organizational policies and job performance of health records officers in tertiary hospitals in North-Central, Nigeria. Research question one indicates that the level of job performance of health records officers in tertiary hospitals in North-central Nigeria, was very high. This finding supports Ojo and Owolabi (2017) who argued that patients overall level of satisfaction with the health information management personnel services in the hospital studied was moderate; patients’ perception of the quality

of health information management personnel service was average while the perceived health information management personnel service quality significantly influenced patients' satisfaction. Also, the findings of a research carried out by Al-Homayan et al (2013) in Saudi Arabia public sector hospitals using 632 nurses suggests that the level of nurses' job performance among hospitals nurses in Saudi Arabia to be moderate. However, in contrast to this study, some other studies rated job performance of healthcare workers low due to factors such as substandard services and poor quality of care, lack of vital equipment, insufficient personnel and poor funding (Okab, 2017, Alkali et al, 2020). The findings of researches carried out by Gittel et al (2010) among California care providers and patients corroborate the view that high-performance work practices are positively associated with relational coordination. This means high performance work practices positively predict the strength of relational coordination among doctors, nurses, physical therapists, social workers and case managers. Also in line is the report of Bharadwaj (2015) that, high performance employees pursue higher level of individual and organizational performance which involves quality, productive, innovation rate and cycle time of performance. However, contrary to this study is the research carried out by Olapojoye (2017) among health records officers in tertiary hospitals in North-central Nigeria on job performance, the result showed that, poor job performance resulted from records management problems, incompetent staff skills, poor decision making, long patient waiting time and difficulty in filing medical records prescriptions resulting in low job performance.

The result of research question two revealed that, the prevalent organizational policies in tertiary hospitals in North-central Nigeria are policy on provision of work equipment/facilities, policy on work environment and employee welfare policy. In congruence with this study, a research carried out by Odeku and Odeku (2015) in Nigeria on the importance of welfare policies in the workplace revealed that the provision of welfare facilities though with employees as focus will benefit employers more because efficiency and effective production on the part of workers will lead to huge output which would invariably impact on the profit and margins of the organisation and make it a perpetually sustainable venture. On the contrary, Ramana and Lokanadha (2015) aimed to examine employee welfare measurers with specific reference to South-central railway organization in India, and concluded that the railway organizational policy on employee welfare is not at par with the provisions of both local and international labour unions, which accounts for the dissatisfactions among railway workers. Also, employees were highly satisfied with welfare measures in cement corporation of India, welfare facilities were adequately provided for both workers and clients in a study carried out by Manasa and Krishnanaik (2015) using a population 524 participants. This shows that the tertiary health sector can borrow a leaf from the auto sector regarding their employee welfare policies.

Diamantidis and Chatzoglou (2019) investigated factors affecting employee performance using an empirical approach study in Thessaloniki Xhanti, Greece. The study was conducted among employees selected in three hundred and fifty (350) organizations of 594 population, out of which 480 employees selected for the study and found that lack of management support towards employees' actions is one of the major factors that directly and indirectly impacted negatively on employees' job performance. This study agrees with other authoritative works that if well utilized, appropriate supervisory intervention in the workplace can consistently improve teams' performance (Armstrong, 2012; Avramović, 2010).

In support of this study, the findings of a research carried out by Lasebikan et al (2020) on job satisfaction among healthcare professionals in National Orthopedic Hospital Enugu indicates that low level of job satisfaction among the staff in the areas of financial remuneration, working conditions, tools and infrastructure, learning and training opportunities/sponsorship, leadership style, and welfare packages with increasing dissatisfaction in that order. Similarly, a research effort by Mosadeghrad (2014) concluded that factors pertaining to the healthcare organisation, healthcare system, and the broader environment affect healthcare service quality. There is a correlation between this study and the findings of a research by Laitha and Priyanka (2014) that found that most of the welfare facilities like medical canteen, working environment safety measure among others are provide by company and most of the employees are satisfied with the welfare facilities.

Gómez, Sparer-Fine, Sorensen and Wagner (2019) reviewed policy implications from findings of the center for work, health and well-being aiming to identify research findings relevant to either organizational or public policies. Two researchers independently reviewed 57 publications from 2011 to 2019 to identify cross-cutting themes that focus on working conditions or related health outcomes and their organizational and public policy implications. It was discovered that twelve cross-cutting themes were identified with their respective organizational and public policy implications. Several policy implications cut across work-related themes.

Hypothesis one showed that organizational policies have significant influence on job performance of health records officers in tertiary hospitals in North Central, Nigeria. This is consistent, to some extent, with Rainaye (2012) who conducted an empirical investigation on the influence of organizational policies and organizational leadership on organizational commitment in Lebanon among service industry employees. The study found that employees' commitment has significant positive correlations with organizational policies and organizational leadership. Also, Apak and Gümüş (2015) found that inability to follow the established policies means the organization would be greatly exposed to law suits. Organizational policies are statements of principles and practices dealing with the ongoing management and administration of the organisation. Also, Jayaweera, (2015) found that environmental conditions significantly affected job performance in Bristol England. The study also compares well with Johanim and Yahya (2016) who investigated job characteristics, work involvement, and job performance of public servants in Malaysia, and found that task significance and feedback significantly influenced job performance and the relationships are mediated by work involvement. Skill variety however, has a significant and direct influence on public servants' job performance. Similarly, the results of Okeoghene and Onuoha (2021) indicates that there is a significant relationship between compensation and productivity, there is strong positive relationship between employees' welfare and productivity, medical insurance and goal attainment.

Hypothesis two revealed that organizational policies dimensions had a relative influence on job performance of health records officers in selected tertiary hospitals in North Central, Nigeria. The finding also agrees with Itodo and Abang (2018) who examined the impact of staff welfare policy on the performance of the officers and men of Nigeria Police Academy Wudil, Kano State. The result shows a positive long run relationship between staff welfare, staff turnover and staff productivity. Welfare package is necessary for high productivity of the officers and men of the Nigeria Police Academy, Wudil. Also in support, Manasa and Krishnanaik (2015) examined employee welfare measures in cement corporation of India and the findings revealed that study established that employee's in auto sector are highly satisfied with the intra-mural welfare measures in their organizations. Welfare facilities were adequately provided for both workers and clients. In contrast, this finding supports Nyakwara et al, (2014) who revealed that the major forms of industrial unrest experienced by MSC were strikes and the main cause of this was inflexibility of terms and conditions of employment. Also in contrast, Sarathkumar and Bondurant (2013) found that the conditions of work in sugar factories of eastern region of Uttar Pradesh were not very satisfactory particularly in respect of safety of employee and the provision of welfare facility. The report of Gallie (2012) also corroborates this study. The finding revealed that provision of intramural and extramural welfare facilities help in improving the quality of work-life of employee's thereby good human relations will develop among different employee, which in turn affects their in-put in the workplace positively. Also in contrast to this finding, Chaudhay and Iqbal (2011) discovered that the welfare policies of most Indian railway organizations are poor in comparison with those of other organizations such auto, textile, aviation and banking. The study was carried out using both primary and secondary data, primary data was collected through the use of questionnaire while secondary data and a sample of 500 employees.

### Conclusion

The study demonstrated that organizational policies is the key and critical factor for improving job performance of health records officers in tertiary hospitals in North-Central Nigeria. The study revealed that health records officers in the tertiary hospitals in North-Central performed very highly in areas such as communication with patients, timely delivery of assignment, working with minimal supervision, communication with colleagues, attention to details and enjoyment of job autonomy. The study established a positive and significant influence of the independent variable (organizational policies) on job performance of health records officers in tertiary hospitals in North-Central, Nigeria. The study also concludes that organizational policies and is the key and likely indispensable factor that can improve on the job performance of health records officers in tertiary hospitals in North-Central, Nigeria. The findings have also shown that there is relationship between the empirical, theoretical and statistical evidences between the variables of interest. This study has generally revealed that job performance of health records officers is very high in all aspects. In view of this, there is the need for tertiary hospitals' management in the study areas to sustain the job performance of health records officers in the aforementioned areas. This will ultimately lead to quality patients records that can support quality health care service delivery not only in the study areas but also in Nigerian tertiary hospitals.

### Recommendation

Based on the findings of the study, the following recommendations are made:

1. The level of job performance of health records officers in tertiary hospitals in North-central Nigeria, was found to be very high, however, there is the need for the management of tertiary hospitals in the study areas to sustain the job performance of health records officers in order to forestall lowering the tempo or standards.
2. The study found policy on provision of work equipment/facilities, policy on work environment and employee welfare policy as prevalent and predominantly practiced organizational policies in tertiary hospitals in North-central Nigeria. Nonetheless, the result further showed that the tertiary hospitals performed poorly in the aspect of bonus, allowances and free medical care for workers thereby suggesting that tertiary hospitals in the study area could further improve their organizational policies on personnel by paying particular attention to staff welfares namely bonus, allowances and free medical care for health records officers.
3. Since the study revealed that organizational policies influenced job performance of the health records officers in study areas, the management of the tertiary hospitals should take this critical factor into consideration in their business policies bearing in mind the absence of organizational policies could affect the level of job performance of the health records officers.

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