

BUSINESS POLICY AND ORGANIZATIONAL PERFORMANCE

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Abstract

This paper investigated effectiveness of business policy as a panacea tool for organisational performance. Two hypotheses guided the study. The study adopted descriptive survey design with population of 600 among the management of three-star hotels in Southwest, Nigeria. The sample size was 478 copies of questionnaire representing 80% of the entire population of 600 using homogeneous purposive sampling technique. Questionnaire structured on the 6 points scale was used for data generation. The collected data were analysed through hierarchical multiple regressions. Results showed that workplace via explanatory variables like working hours, working loads, working incentives, health and safety have tenacious power to predict organisational performance. Besides, results further stated that organisational culture via well plan recruitment process; training, pay structure, and compensation have the capacity to influence performance in an organisation. In addition, findings showed hierarchical contributions of each explanatory variable. Conclusively, it was shown that business policy has a positive contribution on organisational performance. It was recommended that management should ensure compliance on the hours that employees must work. Again, excessive workloads should be avoided.

Keywords: Business policy, organisational performance, workplace and organisational culture policy.

Introduction:

Opinions have it in general that business policy is being considered as a blueprint that guides the activities of organisations. This means if it is not properly and carefully followed, it can make or mar organisational activities. Formulating a good business policy has a far reaching effect on the attainment of the organisational set goals. It is a framework that spells out what, how, where and when actions should be taken in an organisation. Business policy does not only care for the materials or the decision, it goes a long way to define the scope on how the workforce should conduct themselves within any organisation. It gives room for middle and the lower levels of management to take some decision(s) without necessarily consulting the top management level. To simply put it this way, a business policy is an organisation's artificial human strategy that is teleguiding all actions and inactions of all elements within the scope of the organisations. Taking a critical look at the policy from various organisations, it is of the general opinion that it varies. Reason(s) for this may not be far-fetched because the purpose and objectives of these various organisations differ from one another. Some organisations may pursue one particular goal; another may be pursuing more than one goal. To this end, the business policy cannot be the same.

Meanwhile, the importance of good business policy cannot be ignored and any organisation that dares to ignore does so at its own peril. Hence, the situation may be likely to petrol or diesel cars moving with driver's position vacant without an iota of doubt such a car will end up crashing. This shows that even though if an organisation has all the required resources and lacks good policies, sooner than later, such organisation will end up achieving little or nothing. Hence, it becomes imperative for every organisation with the foresight of becoming a leader among similar competitors and to keep maintaining its position on track records of success to embrace and inculcate the habit of establishing good policies. In addition, such policies should not be too rigid in order to accommodate changes from time to time as the case may be in the business environment. These words are very essential instruments in the light of the maximum effectiveness of a policy. While considering this scenario, it shows that an effective business policy must contain a basic assumption(s) or ethical standard and its mode of conduct that is capable of enhances performance. It is obvious that performance can be viewed as accomplishment of an organisation while comparing with its set of goal(s). In other words, performance in an organisation may include behavioural outcomes of the workforce cum economic results. Performances in an organisation are measured differently from one organisation to another. This shows that when a goal is being achieved by a particular organisation, such an organisation may acclaim itself to be performing. While Njogu (2015), indicated that market share, sales volume, customer retention, and profitability as indices of performance. Hence, it shows that performance is being measured variously by different organisations.

For examples; Eniola and Entebang (2015) unfolded the relationship between the government policy and performance in small and medium business. It goes further to show that policy strengthen the competitiveness and variability of small and medium business. Also, Lourens (2013) affirmed the positive effect of policy establishment on job performance. The aforementioned authors were not too far from Uwuigbe, Afaru and Ajayi (2012) that dividend payout policy has a nexus with firm's performance. Moshi and Kilido (1999) in Tanzania unviled the positive influenced of the policies adopted by Government on private investment in the country's economy. General opinion showed that organisational policies vary from one another based on their pursuit; this does not exclude hotel industry. Past studies on whether or not the policy adopted by hotels industry actually influences their performances are scanty and virtually gone untouched. Considering the important position occupied by hotel in the contemporary nation's economy building, this study is to investigate influences of workplace policies and organisational culture policies on organisational performance specifically, in three star-hotels in Southwest, Nigeria. To achieve the objective of the study, this paper is structured into five sections. First is introduction, follow by literature review. Thereafter, is research method; followed by results and discussion. Finally is conclusion and recommendations.

Literature Review: Conceptual Clarification

Business Policy

According to Vijaywargia (2012), business policy is a principle or a group of related principles, along with their consequent rule(s) of action which provides the successful achievement of a specific organisation or business objectives. Accordingly, a policy contains both a "principle" and a "rule of action." Both should be there for the maximum effectiveness of a policy. In the same vein, Christensen *et al.*, (in the Institute of Chartered Accountants of India, n.d) defined business policy as the study of the functions and responsibilities of senior management, the crucial problem that affects success in the total enterprise and the decisions that determine the direction of the organisation and shape its future. In addition, Lucky, Olusegun, and Bakar (2012) defined

business policy as the guidelines developed by an organization to govern its actions. It was further stated that business policy defines the limits within which decisions must be made. It also deals with the acquisition of resources with which organizational goals can be achieved. Also, a business policy is the study of the roles and responsibilities of managers at all levels of the organization (top, middle, lower-level management), and the significant issues affecting organizational decisions and success in the long-run. A policy may allow discretion in its implementation and the basis of that discretion should be stated as part of the policy. A policy may also be required where there is a diversity of interests and preferences, which could result in vague and conflicting objectives among those who are directly involved. It is obvious that while considering these concepts from various authors even though it was variously defined, yet, the definitions tend toward achieving the same purpose. After critically reviewing these definitions, based on the recent study, a business policy can be defined as a set of rules and procedures that is teleguiding the actions and inactions of every element within the organisation and at the same time, set a boundary for their decision-making.

Workplace policy

Opinion showed generally that workplace policy often reinforces and clarifies standard operating procedures in a workplace. Well-written policies help employers manage staff more effectively by clearly defining acceptable and unacceptable behaviour in the workplace, and set out the implications of not complying with those policies. A workplace policy consist a statement of purpose and one or more broad guidelines on action to be taken to achieve that purpose. The statement of purpose should be written in simple terms, free of jargon. The length of the policy may vary, depending on the issue it addresses. E.g., the issue of how a business will continue after the demise of the original owner.

Organisational culture policy

According to Tharp (n.d), organisation's culture has no consensus definition. It shows that each organisation defines culture in such a way that it will give a desire accomplishment. These differences in definitions give a distinction between one organisation and another. According to Awadh and Saad (2013), culture is defined as a mixture of values, sets, beliefs, communications, and explanations of behaviour that provides guidance to the people. Organizational culture is a pattern of shared basic assumptions that the group learned as it solves its problems of external adaptation and internal integration, which work well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems Schein (in Tharp, n.d). Organizational culture is a set of shared values, the unwritten rules which are often taken for granted, that guide the employees towards acceptable and rewarding behaviour. According to Adewale and Anthonia (2013), organizational culture is the social glue that binds people together and makes them feel part of the organizational experience. Employees are motivated to internalize the organization's dominant culture because it fulfills their needs for social identity. This social glue serves as a way to attract new staff and retain top performers.

Review of empirical studies

Business Policy and performance

Eniola and Entebang (2015), investigated government policy and performance of small and medium business management in Nigeria; the findings showed there is a relationship between the government policy and performance of small and medium business. The study further showed that the competitiveness and variability of small and medium business hinged on government

policy. However, the study was not subjected to any statistical test which this study will be subjected to. Again, since we have other indices of policy besides government policy hence calls for further investigation. The research works of Akinbowale, Jinabhai, and Lourens (2013) on impact of performance appraisal on employee performance, a case of Guaranty Trust Bank Lagos, Nigeria showed that policy establishment that allowed participatory of workers in appraisal, has a great positive effect on the job performance and it goes a long way to increase job satisfaction. In addition, it enhances manager-subordinate cordial relationship. Methods used include survey, via questionnaire to 150 employees of the bank. The study is considered important to the current study because it has to do with appraisal policy. Again, since it becomes obvious that there are various degrees of policies, hence, study of Akinbowale *et al.*, has to do with the current research work. However, the research is not without its shortcoming. For instance, the study failed to mention the specific sampling technique adopted and what regression mode used for data analysis.

Uwuigbe, Afaru and Ajayi (2012) on dividend policy and firm performance of listed firms in Nigeria showed that dividend payout policy has positive and significant relationship with firms' performance in Nigeria. Methods adopted are secondary data, judgmental sampling technique while regression was employed to show the extent of effects of dividend policy on performance. Since it is of the general opinion that policy in business varies, however, these policies irrespective of their type believe to have been working towards achieving one purpose or the other. This pinpoints the relevance of the study to the current research work. Again, the study of Uwuigbe *et al.*, relevant to the current study stress the needs for establishing business policy that will serve as a framework on which other activities within the organisation should be built upon. However, the policy has an array of indices that are capable of enhancing the performances of an organisation. This, therefore, stresses the need for further investigation.

Moreover, the study of Moshi and Kilindo (1999) on the impact of government policy on macroeconomic variables: A case study of private investment in Tanzania, affirmed the positive significant impact on macroeconomic variables like government expenditure, exchange rate, GDP growth and capital inflow. The findings showed that the policies adopted by the Government of Tanzania since 1986 have been enhancing private investment in the economy of the country. The relevance of the study to the current study cannot be ignored because it pointed to the fact that policy serves as a blueprint which the activities of the organisation must be aligned for better performance.

Dimensions of Business Policy

Workplace policy and organisation performance

Ali, Ali, and Adan (2013) investigated working conditions and employees' productivity in manufacturing companies in sub-Saharan African context: A case of Somalia, showed that there is a positive relationship between working hours, workloads which are the construct of working condition policy and employee productivity. Method employed includes correlation, questionnaire, purposive sampling technique, and linear regression. Considering this study, the existence of policy becomes imperative in the light of working hours and workloads because the employees are not machines in that regard, there is a limitation to the extent these employees can work and the capacity of workload (s) they can carry at a particular point in time. Having such a policy will guarantee high productivity of the workforce. Since it is of the general opinion that the performance of employees is what produces a firm's performance, it therefore shows that the performance of organisation hinges on the workforce. This makes the study of Ali, *et al.*, to be relevant in the current study. However, inability to specifically show which among the

purposive sampling techniques used by these authors creates no room for generalisation of findings. However, the current study will use homogeneous purposive sampling techniques. Using this sampling method will give robust findings because the same rated star hotels are involved. Moreover, the studies of Chandrasekar (2011) on workplace environment and its impact on organisational performance in public sector organisations in India revealed that workplace has the capacity to produce two outcomes that is, negatively and positively. This shows that a well-designed workplace has tenacious power to produce favourable outcomes and where there is a poor policy design, reverse will be the case. Methods adopted are; primary and secondary sources of data, stratified random sampling, and questionnaire. The strength of this study is that various groups were used to collect more responses from the respondents. This to some extent will give better findings. However, author declined on the specific statistical analytical tool used for data analysis.

The result of the study of Ajala, (2012) on the influence of workplace environment on workers' welfare, performance and productivity in Ondo state, Nigeria was not different from the previous findings of Ali *et al.*, (2013) and Chandrasekar (2011) which showed a positive related and significant of workplace, environment and performances. Method used include; descriptive survey, questionnaire and random sampling technique. The relevance of their studies to the current study still shows that both studies focus on the effect of workplace on performance. Hence, call for the need to set in motion policy that will create sustainable conducive working environment in order to enhance performances. Meanwhile, Ajala did not indicate whether he used random sampling with or without replacement thereby creating a gap.

Naharuddin and Sadegi (2013) on factors of workplace environment that affect employees' performance in Miyazu Malaysia showed that workplace environment has a significant relationship with employee's performance. Method employed included questionnaire, randomly, stratified sampling technique, correlation, and linear regression. One important issue that makes the study relevant to the current study is that it is of the general opinion that when employees are performing in an organisation, it is an indicator that such organisation too is performing. This is because organisation performance is an output of the employees' efforts. With this singular reason, it shows that every organisation that is expected to perform should see their employees as a bridge which without options they (management) must crossover to achieve organisation's goal. Hence, such an organisation needs a well-planned policy that would continue to guide the working conditions of the workers in the environment. Naharuddin and Sadegi muted on whether random sampling used is with or without replacement. From the aforementioned reviewed literature, one can reasonably deduce that workplace condition(s) of environment goes a long way to determine the performance of an organisation. Based on this affirmation, it shows that establishing a policy that would serve as a blue print guiding the behaviour and action of the workers in the workplace environment go a long way to determine the performance of an organisation. This is because the performance of the employees has a direct and indirect influence on organisation's performance.

Organisational culture policy and organisation's performance

Poku and Owusu-Ansah (2013) on organizational culture and organisational performance: empirical evidence from the banking industry in Ghana showed positive relationship between organisational culture and performance of the organisation. Method employed included descriptive, questionnaire, stratified sampling technique and STATA. It is generally observed that culture in an organisation varies and one particular culture cannot or is not sufficient enough to determine the generalisation of the performance of other organisations, hence the call for further

probing. In the same vein, the differences in the cultural practice of various organisations make it imperative to establish a sound policy to ensure compliance within the organisation.

In addition, Adewale and Anthonia (2013), in their study on the impact of organizational culture on human resource practices in selected Nigerian Private Universities, showed that a close relationship exists between organizational culture and recruitment process, training programmes, job performance management, performance of employees, pay structure, and compensation administration. Although, the study was not directly on organisation's performance, the fact remains that culture in an organisation assists by putting human resource practices records straight in order to enhance performance, makes the study relevant to the current study. Adewale and Anthonia (2013) in their studies revealed that organisations differ in their cultural content in terms of the relative ordering of beliefs, values, and assumptions. To this end, organisations are striving to set in motion policy that will be guiding these cultures for effective compliance within the confines of the organisation. Methods used include descriptive, cluster, and stratified random sampling and questionnaire. However, noticeable issues about Adewale and Antonia's studies are that the specific regression analysis used in statistical package for social science was not mentioned. Again, the fact that Universities established by Christians, Muslims, and individual tend to differ in their views, beliefs, value, and practices upon which these universities were built rather than policy or constitution, calls for further investigation. As a result, the current study will include organisations owned by government which is being guided by constitution and policy.

Awadh and Alyahya (2013) on the study, impact of organizational culture on employee performance in Malaysia. Findings indicated that there is a nexus between culture and performance. This research work is purely on literature review. Here, various research works were compared and contracted before the inference. Meanwhile, the study was not directly investigated on organisation's performance but the fact that the performances in an organisation hinged on the workforce actually makes Awadh and Alyahyas' studies relevant to the current research work.

Study of Wanjiku, and Agusioma (2014) on effect of organisation's culture on employee performance in non-governmental organizations in Kenya, showed that there is a significant relationship between organisational culture and employee's performance. Some of the methods used were; qualitative and quantitative approaches, and linear regression. However, authors declined on sampling technique used for sample size, with which the current study used homogeneous purposive sampling, due to the fact that particular rated star of hotels (three stars) was used.

Paschal and Nizam (2016) investigated how organizational culture affects the performance of its employees in Singapore Telecommunication. Adopted methods are structured questionnaire, convenient and randomly sampling techniques, correlation, and regression analysis in addition to secondary data. In their studies, organizational culture was measured via ritual, value and heroes which have a huge and significant impact on employee's performance. By extension, findings showed that frequent ritual activities in the organization have a great and positive impact on employee's performance hence, concluded that the organizational culture has a great impact on employee's performance. From their studies, ritual is the organization of activities that makes the employees to come together for easy familiarization and socialization as this helps to enhance good relationship among the employees of an organization. While taking a look at what make-up an organizational culture from different organisations, then an investigation into organisation like a hotel would be rewarding academic exercise as suggested by Paschal and Nizam (2016) that

other studies that are yet to be done on this can be carried out based on the different organization that has different organizational cultural system.

Conceptual Framework

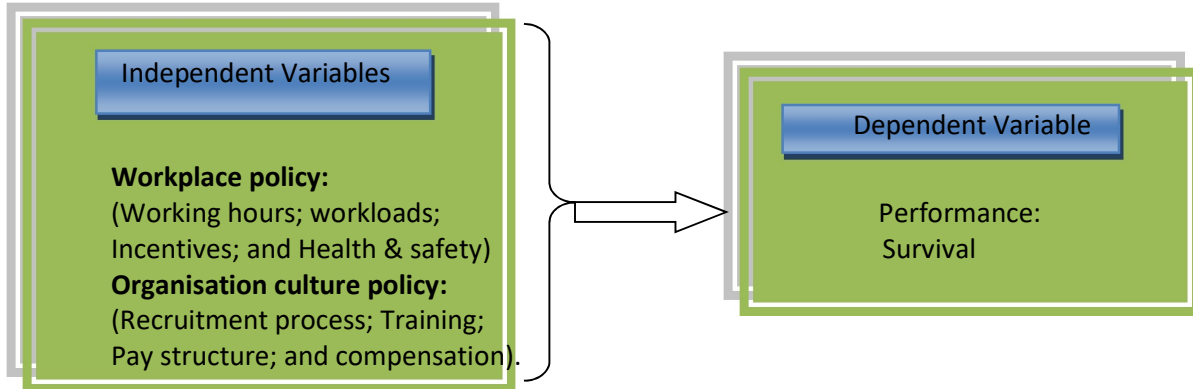


Fig. 1.1 Conceptual framework showing the model of Business policy on organization performance

Source: Authors' Conceptual Framework 2021.

The model gives a vivid explanation of the influence of independent variables (Business policy) on dependent variable (Organisation performance). The model further shows that workplace policy and organisational culture policy if they are carefully established and well implemented, has a positive and can significantly influence performance.

Research methods

Descriptive survey with structured questionnaire was used. The content validity of the questionnaire was tested via an expert in the field of the study while respondents from pilot study were used to affirm the face validity. Stratified sampling technique was used to select six State Capitals in Southwest Nigeria (Ikeja, Ogun, Ibadan, Osogbo, Akure and Ado-Ekiti). This becomes imperative due to their locations and proximity. Besides, the organisation investigated were most patronised in the state capitals. Total numbers of 600 were used as population of the study from 30 selected three-star hotels in the six states capital. This is because it showed from personnel records that an average of 20 staff works in each of the selected three-star hotels. Moreover, homogeneous purposive sampling technique was used to select respondents among the levels of management and the three-star hotels due to their star rated. As a result of the missing value, out of 600 distributed questionnaires, 478 were found usable for the study. Hierarchical multiple regressions analysis was used to analyse data collected. This according to Oluwadiya (2019) becomes imperative if the researchers have a prior idea about the relative importance of the business policy of the hotel. In lieu of five Likert Scales used by Chandrasekar (2011), this current study used six scales in order to elicit more responses from the respondents. Explanatory variables like working hours, workloads, working incentives and health and safety adopted from Ali, Ali, and Adan (2013), Chandrasekar (2011), and Cottini and Westergård-Nielsen (2008), were used to measure workplace policy. While constructs like the recruitment process, training programme, pay structure, and compensation adopted from Adewale and Anthonia (2013) were used to measure organisational culture.

Hypotheses

- i. Workplace policy would not affect organisation performance
- ii. Organisational culture would not affect organisation performance

Result and Discussion

Table 4.1 Respondents' Demographic

Characteristics of Respondents	Frequency	Percentage
Sex		
Male	313	65
Female	165	35
Age		
Below 30	302	63
31-40	163	34
41 and above	13	3
Marital Status		
Single	292	61
Married	186	39
Educational Background		
University	202	42
Polytechnic	178	37
Others	98	21
Years of working Experience		
Below 10	135	28
11-20	205	43
21-30	97	20
31 and above	41	09

Source: Field survey 2021

Table 4.1 under sex, results showed that male has a higher percentage value of 65% while female was 35%. Under age distribution, below 30 takes the lead with 63% followed by 31-40 with 34% and 41 and above with 3%. Marital status showed that single takes the lead with 61% and married have 38%. In the case of educational background, University has 42%, Polytechnic 37%, and others 21%. Above all, years of working experience showed that below 10 was 28%, under 11-20 was 43%, 21-30 was 20% and 31 and above 9%.

Table 4.2 Model summary of Multiple Regressions on workplace policy and organizational performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.751 ^a	.564	.563	2.683	.564	608.990	1	471	.000
2	.833 ^b	.693	.692	2.253	.129	198.070	1	470	.000
3	.908 ^c	.825	.824	1.704	.132	352.929	1	469	.000
4	.949 ^d	.901	.900	1.286	.076	355.568	1	468	.001

Predictors: (Constant), ^aWorking Hours, ^bWork Loads, ^cWorking Incentives, ^dHealth and Safety, Dependent Variable: Performance* P<0.01** P<0.05

Source: Authors Computation, 2021

Table 4.2 showed the predictive values of working hours as 56.4%, workloads have 69.2%, working incentives 82.5%, health and safety have 90.1%. While considering the significance values: working hours .000, workloads .000, working incentives .000, health and safety .001, all at P-value 0.05. In terms of contributions; working hour's accounts for 56.4%; working loads accounts for 12.9%; working incentives accounts 13.2%; health and safety accounts 7.6%.

Table 4.3 Model summary of Multiple Regressions on organisational culture policy and organisational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.708 ^a	.501	.500	2.871	.501	472.430	1	471	.000
2	.812 ^b	.660	.659	2.372	.159	220.231	1	470	.000
3	.894 ^c	.798	.797	1.828	.139	321.873	1	469	.000
4	.935 ^d	.875	.874	1.441	.77	266.536	1	468	.000

P<0.01** P<0.05

Predictors: (Constant), ^a Recruitment Process, ^b Training, ^cPay Structure, ^dCompensation, Dependent Variable: Performance.

Source: Authors Computation, 2021

Table 4.3 showed the predictive values (R^2) of Recruitment Process as 50.1%, Training have 66%, Pay Structure 79.8%, and compensation have 87.5%. While considering the significance values: Recruitment Process .000, Training .000, Pay Structure .000 all at P-value 0.05. In terms of contributions (R^2 change); Recruitment Process accounts for 50.1%; Training accounts for 15.9%; Pay Structure accounts 13.9%; Compensation accounts 7.7%.

Discussion of findings

Table 4.1 shows that in response to the research instrument, male participated more than female counterparts. Opinions general have it that looking at most of the organisations numerically,

males are more than females. In addition, while considering some of these explanatory variables like working hours, workloads and the risks involved, it was realised that males are less vulnerable than females. Meanwhile, females' involvement in the activities of an organisation in order to ensure performances cannot be underestimated. This is because there are some vital areas or positions which could be better handled by females than males. While take a look at the age groups, categories of people below age 30 took part more than any other group. This is followed by 31-40 which actually believed that executing a good policy plan has much to do in terms of survival of the organisation. Age 41 and above took the least. This may be attributed to the fact that in the contemporary hotels business, and by nature of service delivery, services of older people were not critically required as such as an employee of the industry. In the case of marital status, the respond rate of married took a lead compared to the single. Opinions in general have it today that the business of hotel has gone beyond just a mere business. Hence, they would like to employ responsible and reliable people that share the same value and vision with the management. The implication of this is that the turnover will be minimal. For the single, their presence cannot be ignored because there are certain sensitive areas where their services are considered very crucial. About the educational background, university education takes the lead. The reason for this may not be far from the fact that the higher number of tertiary institutions in the selected states of the study was university. Finally, Table 4.1 showed that greater number of the people with years of working experience was between 11-20 years. The implication of this showed that executing good policy plan has been sustaining the performances in the organisation. The view was equally shared by others under category of years of working experience.

Moreover, Table 4.2, R^2 revealed the predictive effects of the explanatory variables. Here it was shown that working hours produces higher predictive value. This means that workers have pleasure in knowing when to resume work and the specific time they could leave for their homes and to engage in other activities that will earn them additional income. Moreover, because these employees are not machines, hence, there is an extent to which they can work that will guarantee their optimal performance. Therefore, every organisation that is expecting quality output performance from their employees must take into cognisance how the employees working hours should be. Next is the workload. Findings showed that when employee is having more workloads that he/she cannot cope with, it leads to low performance and the cumulative effect will lead to low performance of the organisation. It further stressed that the workloads any employee should handle at a point should be moderate in order to ensure accuracy, timely delivery and quality performance. Next was the working incentive. This had been found positively related to organisation's performance because when workers are encouraged either via monetary or non-monetary incentive, they always put in their best in the course of carrying out their activities in the organisation. Finally on Table 4.2 was health and safety. Findings showed that it contributes the least value. Despite this, it shows that health and safety of workers cannot be ignored therefore, is not negotiable. Like an adage that says "health is wealth," it is only the healthy workers working in a safe environment that can deliver the expected results. Consequently, it is expected that any organisation agitating quality output from their workforce must prepare a suitable ground for their wellbeing and make the environment safe for them. In hierarchal manner, working hours take a lead. Next are working incentives, working loads, and health and safety respectively.

Looking at Table 4.3, recruitment takes the lead. This shows that any organisation that still wants to continue to be relevant and remain in the competitive business environment must as a matter of necessity take its recruitment process serious. This is because point of the recruitment serves as the entrance to the organisation. Hence, the management must ensure those that are coming

in terms of workforce meet the standard that would be assisting in achieving desired goal(s). Again, it was shown that organisations should take into cognisance that the type of person employed as workforce determines how other resources are going to perform in the organisation. Hence, every step that matters in the recruitment process must be taken in order to ensure that the best hands are employed. Next was training. While taking a look at the results, it was obvious that training issue should not be handled with levity. This is because the employees must consistently be trained and re-trained in order to acquire the necessary skills that are needed to sustain its relevancy in the organisation. On the other hand, it shows that whenever organisation failed to train or re-train her workers, sooner than later, such organisation will extinct from operations. Next to this is pay structure. It was shown that having a well laid down structure on when and how stipends and other allowances should be paid goes a long way to boost the morale and gear the efforts of the employees towards greater outputs. This also showed that employees are very concerned on when and how the pay structure of the organisation is being done. In the case of compensation, the predictive value attested to the fact that workers are mindful of what they are being paid in exchange of their services to the organisation. As such, when organisations are designing their reward/compensation system they must carry out thorough survey to know what their competitors are paying. According to Banjoko (2012), given the whole ambits of human resources management, hardly is any issue more important, relevant, and crucial to an employee than what he receives in exchange for his labour and services to the organisation. In hierarchy, recruitment process has the higher contribution. Follow by training, pay structure, and compensation respectively. Though the findings of the current study seem to be aligned with Adewale and Anthonia (2013) but there is a slight different. This is because while Adewale and Anthonia focused on Universities, the current study focus was on three star hotels in southwest, Nigeria.

Conclusion:

considering the findings of the study, it is obvious that workplace policy and organisational culture policy were considered to be viable instruments of organisation's performance. Hence, it was concluded that organisation's performance is a function of working hour, workloads, working incentives, health and safety, recruitment process, training, pay structure and compensation.

Recommendations

Stemming from the findings, working hour was considered highly influential. Since workers are not machines, management should ensure compliance on the hours that employees must work. Also, while looking at the significant effects of these explanatory variables of workplace policy, it is recommended that for workers to be able to perform as expected by the organisation, excessive workloads should be avoided. Also, a valuable incentive(s) should be given to their workers while concerted efforts must be made by management towards ensuring healthy and safety conditions of their workers. Besides, it is recommended that recruitment process should be done on merit and priority should be accorded to train and re-train the workers. In addition, every organisation should have a well-planned pay structure. In this case, workers should have full knowledge on when and how their next salary or wages will be paid. Finally, attractive compensation packages should be given to workers with outstanding performance.

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