



POLICIES DESIGN, IMPLEMENTATION, AND THEIR EFFECTS ON PERFORMANCE OF EMPLOYEES IN UNIVERSITIES

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Abstract

Policies are not end in themselves but means to an end; in this view, policies must be given the necessary attention. Development, implementation, and regular review of policies are also very vital to the success of organisations. Managers should not take the process of designing policies lightly; for they form the basis of their implementation and review. This study looked at the design, implementation of organisational policies and their influence on employees' performance. Data was collected from one hundred and forty (140) respondents sampled randomly from selected four universities in Ghana. The data collected showed the views and experiences of employees in the selected universities. The results showed that policies were designed and implemented with full involvement of employees. With this practice, employees' performance in the universities was satisfactory and improved steadily. In the real sense of this research, the outcome of the study provided management and employees the steps to be taken in the design and implementation of policies as well as the benefits to be derived. This research is based on the assumption that workers at times exhibit lukewarm attitude towards work even though they are involved in the formulation of organisational policies, for this reason further studies could be conducted on organizational policies relating to employee motivation.

Keywords: Policies design, policies implementation, employees' performance, organisational success, organisation

INTRODUCTION

There is no doubt that organisations are run on policies so that various activities are performed as expected. Policies are therefore fundamental to every organisational performance. That could be the main reason for most organisations having different policies for employment, absenteeism, disengagement, resignation, and promotion among others. Generally, organisational policies in the real sense, provide effective and transparent criteria and processes for the appointment, promotion and determination of reward systems for members of staff (Rahman & Ogbaondah 2007). Policies could probably be intended to help control the related workplace issues of employee relationship, behaviour, employment, dismissal, and promotion so that their authorities and responsibilities can be exercised to the maximum.

It has been realized by many people that in today's ready for action businesses, organizational policies form the framework for the culture leading to the management of organisations. Policies can create consciousness in employees towards the need to reach business goals in the best possible and ethical manner. Ogbogu (2004) citing Akilapba (1992) stated that policies are however not only essential for effective institutional management, but also for ensuring sustainability of all the systems and institutional transformation. It is widely accepted that employees constitute vital element among the resources of organizations because they manage and use other organisational resources towards the achievement of the set goals and are responsible for the creation of the organizations' modest competitive advantage. Consequently, managers in organisations have to lay emphasis on proper design and maintenance of policies, and target their effective implementation to ensure accurate and effective job performance.

Policies therefore provide official backing for every action and activity undertaken by an organisation and form the roadmap to be followed by all individuals in every department covered by the policies (Adetunji, 2015). For policies to succeed, Koontz & O'Donnell (2005) stated that policies should not only be formulated but needed to be communicated, programmed, evaluated and monitored.

Educational policies are geared towards the provision of quality goods and services to the customers (students and employers) and other stakeholders. Furthermore, policies in higher educational institutions define roles and responsibilities of individuals holding managerial positions, and again define targets for units, departments and faculties in order to improve teaching, learning, and research. Ogbogu (2004) posited that higher educational institutions are the summit where everything that happens directly comes together and where learning in the deepest sense of the word is cultivated.

In higher educational institutions, policy making is a strategic role of boards and management. Policies put in place by the boards and management guide decision making in these organisations. These policies affect major stakeholders like parents, students, staffs of all categories in universities, educationists, industries, and governments in one way or another. Such policies determine the services that are provided to the various stakeholders and above all provide human resource base of the economy and stimulate development of the country both in the present and future. The boards make policies but the implementation is the responsibility of the executive management.

Higher educational institutions are recognized all over the world as centers of excellence where knowledge is not only acquired but also disseminated to those who require it, through teaching, learning and research (Oniel,2010). Employees in tertiary educational institutions in Ghana are in two categories namely, teaching and non-teaching. The teaching members of staff carry out teaching and research activities. They teach students based on the curricula developed with suitably approved policies backing them. The non-teaching staff on the other hand carry out administrative activities also based on policies, and deemed necessary and complementary to the academic responsibilities carried out by faculty members.

In today's world, policies are key elements in the operations of organisations. This is so because, employees have their individual objectives which in most cases, conflict with the objectives of the organization in which they find themselves. Since organisations are established to achieve specified objectives, grow and exist; employees must be encouraged to align their personal objectives with that of the organisation and hence the design and implementation of policies.

Statement of the Research Problem

The effectiveness of an organisation is not only reflected in its ability to formulate policies, but also in its ability to execute such policies effectively. Tertiary institutions in Ghana have policies that are used in the administration of staffs and students. Despite the existence of staff policies, the institutions continue to experience many problems in the management of their staff. Based on simple observation and interaction with students and workers in some universities in Ghana, there are a number of discrepancies in the operations of the activities of the universities, which could affect the total achievement of their goals. Students at some instances complained of not receiving the expected assistance from members of staff in the academic section. It is again noticed that some members of staff in administrative positions do not know what to do and this also could affect students' academic performances. These challenges on the ground could be linked to lack of good policies and/or poor implementation of organisational policies in the

universities in Ghana. These lapses could also be linked to nonexistence of policies in the organisations or employees do not know the contents of such policies that could guide them in the operations of their duties. Though a number of researches have been conducted on effectiveness of organisational policies in both private and public institutions, they were only limited to specific policies in areas of health and safety, and growth and development. This study therefore measured the design and implementation of policies and effect on employees' performance in selected universities namely, University of Professional Studies (UPSA), University of Health and Allied Sciences (UHAS), Evangelical Presbyterian University College (EPUC), and University of Education Winneba (UEW) in Ghana.

Objectives of the Study

The objectives of the study are:

1. To examine the effect of organizational policies on employees' performance at four (4) universities in Ghana.
2. To evaluate the design and implementation of organizational policies which are needed to improve the working behaviour of employees for better performance of jobs in the universities.

REVIEW OF LITERATURE

Some researchers worked on the effectiveness of organisational policies in both private and public institutions. Lewis (2001) studied policies to promote growth and employment in South Africa. The study concentrated on the pressing challenges of generating sustainable growth, job creation, and poverty reduction in South Africa. This shows that, sustainable growth, job creation, and poverty reduction has been a problem in South Africa and based on his findings, other studies have been carried out to determine the best policies to employ that would address the issue. Their study therefore was to contribute to identifying the policy requirements that should address the problem and promote growth in a complex international and domestic economic environment.

Related to productivity, employees' health is a critical factor in their engagement. Lockwood (2007) researched on health and safety policies on employee engagement, and found that employees' physical health and psychological well-being affect the quality and volume of work done. The results indicated that employees were aware that their work positively affected their physical health. It therefore indicated that, effective health and safety policies positively impacted performance of employees.

According to Taylor and Miroui (2002), quoting National Committee of Inquiry into Higher Education in UK (1997), higher education aims among others "to inspire and enable individuals

to develop their capabilities to the highest potential levels possible throughout life so that they grow intellectually, well equipped for work, and can contribute effectively to society and achieve personal fulfillment p.9". This, according to them, provides the "philosophical framework within which all institutions of higher education operate"p.9. These are the essential ingredients upon which university education is based. This framework provides the benchmark "against which all effective management of higher education must take place"p9.

Asante and Alemna (2012 p 5.) found out that "there seem to be lack of training and development policy for staff in most polytechnic libraries in Ghana". This affects the delivery of quality services, professional career development as well as productivity of staff (Ramalibana, 2005). According to Tobin (1997) it is important for employees, regardless of their level of operation or functions, to have responsibility to understand the structure and functioning of the organisation in which they work. Employers must therefore put systems in place to ensure regular provision of information to the employees, and must encourage them to accept the mission of the organization and operate toward the achievement of the stated goals and objectives. This could inform the employees about what types of operation the organisation undertakes. Ramalibana (2005) stated that employees, especially those subordinates lack a clear picture of the organisation in which they operate as a whole. He further explained that, this situation may imply that management does not make available the policies and the necessary pieces of information available to the employees.

Expectancy theory had been proposed by Vroom in 1964. This theory is based on the fact that individual adjusts his/her behaviour in an organization on the basis of anticipated satisfaction of valued goals set by him or her. The individual modifies his/her behaviour in such a way that it leads to attainment of goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al., 2005).

According to Cole and Kelly (2011) the theory has led to improvements in work redesign, where emphasis has been laid on basic job factors, such as independence, task identity and feedback. It is of value in understanding organizational behaviour. It can clarify the relationship between individual and organisational goals based on policies.

Some critics suggested that, the theory of expectancy is more valid where individuals clearly notice that reward is linked with performance as this can be related to policies. Another potential weakness of the expectancy theory is that it assumes all necessities are in place, which is not always the case. Employees need to have the ability, the resources and the opportunity to perform their job well (Walker, 2003).

The relevance of Vroom's theory is that, activities carried out by employees in an organisation are based on available policies. This implies that, employees will work depending on their perceived satisfaction to be received based on their performance. Cole & Kelly (2011) stated that, 'the theory leads to an improvement in work design. For managers knowing what employees expect to receive from work done, they will try very hard to have enough idea of the contents of their policies'. However, as indicated by Walker (2003) organisational policies are made to be seen as having all facilities in place to ensure optimum performance of employees. This however is not always the case. Sometimes it may be possible that, employees would not perform due to strict nature of their job policies and unavailable facilities. Policies that are well designed, taking into consideration the culture of the organisation and the views of employees, could be a good working tools in an organisation.

Organisations are responsible for providing policies that support the delivery of services. Quality of service delivery is dependent on the organisational structure, management, and workers in applying the policies that guide human resource activities. The effectiveness of policies in an organisation can be measured through its human resource management practices.

Demartini (2011) observed that due to a high level of employee involvement in organisational processes, the entity is awarded with staff commitment which reduces rotation level and the cost associated with the hiring and training processes. Employees that are devoted to the organisation are well aware of the necessary knowledge, skills and experience to create unique solution for customers (Harris, 2000).

METHODOLOGY

Descriptive case study was used for this research. It was used to portray the actual process and state of affairs relating to organisational policies leading to the acceptable behaviour and performance of employees in the selected universities. According to Yin (2003) case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.

The study was to make out employees' performance on the basis of design and implementation of organizational policies in the four (4) selected universities (UPSA, UHAS, EPUC, and UEW) in Ghana. Questionnaire was designed in simple language and administered to the sampled respondents to collect data for analysis. The questionnaire was designed considering the educational standard of the participants so that they could easily understand it and provide the correct data for the study. The respondents were asked to evaluate the

organisational policies and their effect on employees' performance at the various selected universities. This was done to ensure that the data provided by the participants are true and valid.

Simple random sampling technique was used to select the universities and participants for the study. The sample chosen from each of the selected universities was in proportion to the total numbers of staff members.

In research, good quality information is acceptable instead of bad quality information whether it is collected from the entire population or sampled population. As long as the units included in the sample indisputably represent the population, the result obtained would definitely represent that of the whole population (Vetter & Matthews, 1999). The sample population for the study was made up of employees who have worked for at least five years and more in various departments of the selected universities. One hundred and forty (140) respondents participated in the study. The data was analysed using Statistical Package for Social Sciences (SPSS).

Participants involved in the study were encouraged to ensure objectivity and accuracy in providing data by answering questions asked in the questionnaires with highest degree of sincerity. Respondents were made to understand that participation in the study was not compulsory. This was done to encourage respondents to provide data which will be reliable.

Factor analysis is variable redundancy technique and this examination was carried out to create associated variable composites from the unique 26 elements and to identify a smaller set of factors. In this study, factors were maintained only if their values are greater than or equal to 1.0 of Eigen value and a factor loading is greater than 0.65. After the determining factor scores, subsequent regression analysis was done by regressing the dependent variable against each of the factor scores ascertained from the factor analysis and independent variables represent the variables of each factors. The linear equation commonly used for a regression analysis is $Y = a + bx_1 + cx_2 + dx_3 + \dots$; Y is the dependent variable and $x_1, x_2, x_3 \dots$ represent the independent variables, and b, c, d are the coefficients of the respective independent variables. Multiple regression analysis was employed in this study to examine employees' levels of job satisfaction at their working place of the four (4) universities selected.

FINDINGS OF THE STUDY

This part is divided into two; the first part deals with the description of the demographic characteristics of the respondents. The second part describes the data supplied by the respondents relating to the attributes of the impact of organisational policies on the performance of employees.

Table 1: Gender Analysis (N=140)

GENDER	FREQUENCY	PERCENTAGE
Female	70	50
Male	70	50
Total	140	100

The gender selection of the respondents did not move in favour of any gender. There were 70 (50%) female workers who participated in the research and this is the same with their male counterparts who participated in the provision of data for the study.

Table 2: Workers' Experiences

YEARS OF EXPERIENCE	FREQUENCY	PERCENTAGE
05-10yrs	37	26.0
11-16 yrs	57	41.0
above 16yrs	46	33.0
Total	140	100.0

From the table shown above, respondents have worked for at least five years. The largest number, 57 employees representing 41% of respondents worked for between 11 and 16 years, followed by 46 employees representing 33% worked for more than 16 years, and 37 employees representing 26% worked for between 5 and 10 years. The choice of these categories of employees is proper and suitable for this kind of research because working for at least five years, one must be conversant with any policy implementation and other related issues.

Results of observations and their relation to the variable

Reliability test was done for the questionnaire used in collecting data and the result showed the Cronbach's Alpha value of 0.911. This was good as far as the data collection instrument was concerned. However, we were not very satisfied with the results and for that matter we conducted further study and arrived at Cronbach's Alpha based on standardised value of 0.943. Based on the new standardised value, some of the variables were eliminated because their values could not match.

Finally, twelve (12) variables were agreed on. These variables included *policies design process satisfactory, employees' involvement in policy design satisfactory, policies satisfactorily cover every section of the organization, policies are regularly reviewed, policies are designed in simple language, satisfactory interpretation of policies, policies defaulters are fairly punished, promotions are based fully on policy, recruitment and selection is within policies, respect for*

policies satisfactory, acceptance of punishment for violation of policies satisfactory, punctuality and attendance at work very good.

These variables were divided into three factors for which factor analysis were conducted. Formal test like KMO and Bartlett's test of sampling adequacy were also used to ensure that there was some important correlation between variables. Factor 1 is made up of five (5) relevant variables, Factor 2 consists of four (4) relevant variables, and Factor 3 has three (3) important variables. The variables of each factor are shown in the Table below:

Table 3a: Factor Analysis (Rotated Component Matrix^a)

Factors	Components		
	1	2	3
Policies design process satisfactory	0.901		
Employees' involvement in policies design satisfactory	0.912		
Policies satisfactorily cover every section of the organisation	0.815		
Policies are regularly reviewed	0.778		
Policies are designed in simple language	0.825		
Satisfactory interpretation of policies		0.871	
Policy defaulters are fairly punished		0.896	
Promotions are based fully on policies requirements		0.931	
Recruitment and selection are within policies		0.786	
Respect of policies satisfactory			0.654
Acceptance of punishments for violation of policies satisfactory			0.661
Punctuality and attendance at work satisfactory			0.593

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalisation. Rotation converged in four (4) iterations.

All the variables are equally significant and could influence employees' performance in the institutions selected for the study. Statistical method like factor analysis (Principal Component Analysis) was applied and the number of variables reduced. The reduced number of variables can provide relevant information to explain the employees' performance relating to organisational policies.

Factor 1 is referred to as, Good Designed policies, factor 2 is named, Effective Implementation of policies, and factor 3 is Effective Observation of policies.

Table 3b: Factor analysis continued

Factor 1	Factor Name
Policy design process satisfactory	Good designed policies
Employees' involvement in policies design satisfactory	
Policies satisfactorily cover every section of the organisation	
Policies are regularly reviewed	
Polices are designed in simple language	
Factor 2	Factor Name
Satisfactory interpretation of policies	Effective Implementation of policies
Policy defaulters are fairly punished	
Promotions are based fully on policies	
Recruitment and selection are within policies	
Factor 3	Factor Name
Respect of policies satisfactory	Effective Observation of policies
Acceptance of punishments for violation of policies satisfactory	
Punctuality and attendance at work satisfactory	

Having analysed the factors, it is observed that the regression analysis on the factor score and found the R^2 value to 0.895, 0.956, and 0.924 which are almost or closer to 1 and statistically, they are very good. This is done to enable the researchers explain the variation in one variable, employees' performance, as related to the variation to other variables, policies which is the independent variable.

Table 4: Coefficients^a (Factor 1)

Model	Unstandardised Coefficient		Standardised Coefficient	T	Sig
	B	Std Error	Beta		
(Constant)	-4.373	0.120		36.984	0.000
Policies design process is satisfactory	0.380	0.064	0.422	8.23	0.001
Employees involvement in policies design is satisfactory	0.277	0.054	0.289	4.746	0.101
Policies satisfactorily cover every section of the organization	0.283	0.143	0.238	5.780	0.000
Policies are regularly reviewed	0.184	0.124	0.087	.674	0.011
Policies are designed in simple language	0.153	0.375	0.556	.548	0.114

a Dependent variable, factor 1 analysis for 3

From the Table shown above, the regression equation calculated are given for the Factor 1 variables as: Policies design process is satisfactory $-4.373 + 0.380$, Employees' involvement in policies design is satisfactory $+0.277$, Policies satisfactorily cover every section of the organization $+0.283$, Policies are regularly reviewed 0.184 , and Policies are designed in simple language 0.153 . The strength measurement of association in the regression analysis is given by the coefficient of determination to be R^2 . The variation of this coefficient is between 0 and 1, which is represented by proportion of total variation in the dependent variable that is accounted for by the variation in the factors. From the Table below, the value of R^2 calculated is 0.934, and this means that approximately 93% of the variation in employees' performance is influenced by the Factor 1 variables or the five independent variables.

Table 5: Model Summary (Factor 1)

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0.968	0.934	0.929	0.26473722

a Predictors: (Constant) policies design process is satisfactory, Employees' involvement in policies design is satisfactory, policies satisfactorily cover every section of the organisation, Policies are regularly reviewed, Policies are designed in simple language

Table 6: Coefficients^a (Factor 2)

Model	Unstandardised Coefficient		Standardise Coefficient	T	Sig
	B	Std Error	Beta		
(Constant)	5.013	0.128		28.550	0.000
Satisfactory interpretation of policies	0.232	0.127	0.293	8.263	0.000
Policies defaulters are adequately punished	0.266	0.074	0.348	4.217	0.001
Promotions are based fully on policies requirements	0.283	0.218	0.269	6.579	0.010
Recruitment and selections are within policies	0.317	0.186	0.654	7.479	0.450

a Dependent variable, factor 2 analysis for 3

From the Table shown immediately above, the regression equation calculated for the analysis of the Factor 2 variables are indicated as: Satisfactory interpretation of policies $-5.013 + 0.232$, Policies defaulters are adequately punished $+0.266$, Promotions are based fully on policies requirements $+0.283$, and Recruitment and selections are within policies 0.317 . The strength

measurement of association in the regression analysis is given by the coefficient of determination to be R^2 . The variation of this coefficient is between 0 and 1, which is represented by proportion of total variation in the dependent variable that is accounted for by the variation in the factors. From the Table below, the value of R^2 as calculated is 0.957, and this means that approximately 96% of the variation in employees' performance is influenced by the Factor 2 variables or the four independent variables.

Table 7: Model Summary (Factor 2)

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0.976	0.957	0.939	0.24373723

Satisfactory interpretation of policies, policies defaulters are fairly punished, Promotions are fairly based on policies requirements, Recruitment and selections are within policies

Table 8: Coefficients^a (Factor 3)

Model	Unstandardised Coefficient		Standardised Coefficient	T	Sig
	B	StdError	Beta		
(Constant)	-3.887	0.360		6.172	0.000
Respect for policies is satisfactory	0.668	0.089	0.846	7.891	0.001
Acceptance of punishment for violation of policies satisfactory	0.406	0.659	0.289	7.572	0.006
Punctuality and attendance at work is satisfactory	0.279	0.097	0.753	3.842	0.041

a Dependent variable, factor 3 analysis for 3

From the Table as shown immediately above, the regression equation calculated for the analysis of the Factor 3 variables are indicated as: Respect for policies is satisfactory -3.887 +0.668, Acceptance of punishment for violation of policies satisfactory +0.406, and Punctuality and attendance at work is satisfactory +0.279, The strength measurement of association in the regression analysis is given by the coefficient of determination R^2 . The variation of this coefficient is between 0 and 1, which is represented by proportion of total variation in the dependent variable that is accounted for by the variation in the factors. From the Table below, the value of R^2 as calculated is 0.954, and this means that approximately 95% of the variation in employees' performance is influenced by the Factor 3 variables or the three independent variables.

Table 9: Model Summary (Factor 3)

<i>Mode 1</i>	<i>R</i>	<i>R Squared</i>	<i>Adjusted R Squared</i>	<i>Std Error of the Estimate</i>
1	0.978	0.954	0.927	0.25373424

- a. Respect for policies is satisfactory, Acceptance of punishment for violation of policies is satisfactory, punctuality and attendance at work is satisfactory.

The results shown for the regression analysis of R^2 values: 0.934, 0.957, and 0.954 relating to Factor 1, Factor 2, and Factor 3 respectively are adequately good and they are nearer to 1. This means that the variables under these three factors have substantial influence on the performance of employees' jobs in the four universities sampled for the study.

CONCLUSION

The result of this study showed that employees are happy with the design and implementation of the policies in their organisations. This is so because, the policies are designed in simple language and they are able to understand and interpret them correctly.

It is also noted that policies in these universities cover all sectors of the universities and they are regularly reviewed to incorporate changes that are coming about in the change of organisational activities.

The study also showed that a large proportion of workers in these universities have working experience ranging from eleven (11) years and above. This means that they know much about the design and implementation of organisational policies and for that matter they observe and work within the policies. Majority of the respondents confirmed that they have been involved in the design of the policies. This encouraging number of workers who have long-term experience could have influence on the newly recruited and inexperienced workers in the universities. This could also imply that workers find working in universities attractive and they liked the way universities are managed and for that reason they work in the universities for long period of time.

The final number of factors used in the analysis was twelve (12). The study found correlation between them but when regression was calculated it was found out that they are good but the one with the lowest was "policies are designed in simple language". This implies that the regression for this was not as significant as that of the others. This could mean that even though language of the policies was seen to be simple yet some could not understand the policies. In this regard management has to again look at the language of the policies or organise

open forum regularly to explain the policies to workers or task supervisors at all level of the organisation to explain the policies to the subordinates.

Factor three (3), (Respect of policies, Acceptance of punishment for violation of policies, and Punctuality and attendance at work is satisfactory) are important in the use of policies. The variables are indicators that show that the policies are accepted as working tools. Even though they showed good regression, management must not be too happy and relax on them. Management must continue to encourage workers to accept and work within the policies. There should be no partiality in the punishment of people who behave contrarily to the requirements of the policies.

Limitation to this study concerned unwillingness of employees to accept and answer the questions because they were made to understand that it was not compulsory; meaning that respondents had freedom to participate or not. This made it difficult for them to freely and willingly answer the questions. In view of this, much time was spent in convincing employees to accept and answer the questions.

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