

Workplace Policy and Employees Engagement in Nigeria: A Study of Selected Organizations in Delta State, Nigeria.

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Abstract

The work examines workplace policies and employee engagement in Nigeria: A study of selected organizations in Delta State, Nigeria. The survey research design was employed in this study, two hundred respondents (200) who were interviewed provided information for the study. Questionnaire and interviews were major sources of data collection. The analysis of data for the study was done using descriptive, simple frequency table. The primary and secondary sources of data collection were the major sources through which this work is anchored. The study made some finding such as 1. Presence of Workplace Policies: the work reveals that there are workplace policies in the various organizations. 2. Forms of Workplace Policies: Three major policies were identified and they are: i. Health and Safety: ii. Maternal and Child, iii. Environmental policy. 3. Effectiveness of Workplace Policies: It was found that, despite all policies in the various organizations, these policies are not effective. Various recommendations were made and they are: There should be a well-structured Workplace Policies; Select Diverse Organizations; Organizations should consider Employee Standpoints; There should be examination of Organizational Performance; Policy Implementation Challenges should be explored.

Keywords: Workplace, Policy, Employee, Engagement, Employee Engagement, Job Satisfaction

1. Introduction

Employee engagement has gained importance in organizational research and practice due to its direct impact on productivity, job satisfaction, and overall business performance (Kahn, 1990). Organizations design workplace policies to create structured environments that influence employees' commitment and motivation. Effective workplace policies establish clear guidelines on communication, work flexibility, compensation, and performance management, fostering a positive work culture (Bakker & Demerouti, 2008).

Employee engagement has become a critical factor in determining organizational success, influencing productivity, job satisfaction, and overall workplace morale. The concept of employee engagement refers to the emotional commitment an employee has toward their organization, leading to higher levels of motivation and performance. Organizations across various industries seek to foster engagement through strategic workplace policies that align with employee needs and organizational goals.

Workplace policies encompass a broad range of formal guidelines and procedures that govern employee behaviour, expectations, and interactions within an organization. These policies include human resource management strategies, work-life balance initiatives, performance evaluation systems, diversity and inclusion measures, and professional development programmes. The implementation and effectiveness of such policies directly impact employee morale, job satisfaction, and engagement levels.

Several studies have shown that well-structured workplace policies contribute significantly to employee engagement by providing a supportive work environment.

Policies that promote open communication, fair treatment, career advancement opportunities, and flexible work arrangements have been linked to higher employee retention rates and improved organizational performance. On the other hand, rigid or poorly executed policies may lead to disengagement, high turnover, and reduced productivity.

Despite the recognized importance of workplace policies in enhancing employee engagement, organizations often face challenges in designing and implementing policies that effectively meet employee expectations. Issues such as lack of transparency, insufficient employee involvement in policy-making, and misalignment between policies and organizational culture can hinder engagement efforts. Therefore, understanding the intricate relationship between workplace policy and employee engagement is vital for organizational leaders, policymakers, and human resource professionals seeking to optimize workforce productivity and satisfaction.

This study aims to explore the role of workplace policies in influencing employee engagement, identify best practices in policy formulation and implementation, and examine the potential barriers to effective engagement strategies. By analyzing how workplace policies impact employee motivation and commitment, the study seeks to provide actionable recommendations for organizations aiming to enhance employee engagement through well-structured and inclusive policies.

1.1 Statement of the Problem

Irrespective of various workplace policies, several organizations still experience low employee engagement levels, leading to high turnover rates, decreased

productivity, and reduced organizational commitment (Schaufeli, 2002). The problem lies in the misalignment between workplace policies and employee expectations, resulting in disengagement and dissatisfaction.

Many organizations in Nigeria may have policies that guide and spelt out employee engagement, but like every other policy in various sectors in Nigeria, this policies are only in paper. Most policies are not implemented, therefore affects staff engagement which in turn affect the outcome and productivity of the staff.

In most cases, employee in organizations are not aware of the policies in their various workplaces. Even where this policies exist, the policies are hardly used. Therefore making employee to be in the dark without knowing their right from their left. This work examines workplace policies and employee engagement in organizations in Nigeria.

1.2 Aim and Objectives of the Study

The aim of this study is to examine Workplace Policy and Employee Engagement in Nigeria, with focus on selected organizations in Delta State, Nigeria.

The following objective guided the study

- 1.To examine the presence of workplace policies on employee engagement.
- 2.To identify key workplace policies that enhance employee motivation and commitment.
- 3.To analyze the challenges organizations, face in implementing effective workplace policies.
- 4.To suggest strategies for improving workplace policies to foster employee engagement.

1.3 Research Questions

- 1.How do workplace policies impact employee engagement?
- 2.What specific workplace policies enhance employee motivation and productivity?
- 3.What challenges do organizations encounter in implementing workplace policies?
- 4.What strategies can improve workplace policies to foster higher employee engagement?

1.4 Significance of the Study

Practically, this study would benefit organizational leaders, Human Resource Managers, policymakers, and employees by providing insights into how workplace policies affect engagement. The findings would help organizations design policies that promote a positive work environment, leading to increased job satisfaction and organizational performance (Saks, 2006).

Theoretically, researchers have contributed to the literature on workplace policies and employee engagement. Below are some notable contributors and their focus.

Saks, A. M. (2006). *Antecedents and consequences of employee engagement*. Saks explored the antecedents and consequences of employee engagement, emphasizing the role of organizational support and human resource policies in fostering engagement.

Shuck, B., & Wollard, K. K. (2010). *Employee engagement and HRD: A seminal review of the foundations*. Shuck and Wollard examined the historical

development of employee engagement and highlighted the role of workplace policies in improving employee commitment and performance.

Macey, W. H., & Schneider, B. (2008). *The meaning of employee engagement*. Macey and Schneider provided a conceptual framework for employee engagement, focusing on how workplace policies influence job satisfaction and organizational behaviour.

Kahn, W. A. (1990). *Psychological conditions of personal engagement and disengagement at work*. Kahn's research established the foundational psychological conditions necessary for engagement, emphasizing the impact of workplace structures and policies on employee motivation.

All the above studies focused of areas different from the focus of the present work, which leaves a gap in knowledge. The current work has filled the obvious gap in knowledge.

1.5 Scope of the Study

This study concentrates on Workplace Policy and Employees Engagement in Nigeria: A Study of Selected Organizations in Delta State, Nigeria. The organizations studied are First Bank Limited Ughelli and Beta Glass industry Ughelli.

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2. Theoretical Framework

At this juncture, the study on workplace policy and employee engagement holds significant theoretical value as it contributes to the understanding of how organizational policies shape employee attitudes and behaviours. Several theoretical frameworks provide a foundation for exploring this relationship, offering insights into how effective policies can enhance engagement and organizational commitment. Selected theories were analyzed and adopted for the study.

2.1 Self-Determination Theory (SDT)

Deci & Ryan (1985) argue that workplace policies should support employees' psychological needs for autonomy, competence, and relatedness to enhance engagement.

2.2 Job Demands-Resources (JD-R) Model

Bakker & Demerouti (2007) suggest that policies should balance job demands and resources to improve employee well-being and engagement. It suggests that job resources, such as supportive workplace policies, positively influence employee engagement by reducing job stress and fostering motivation (Bakker & Demerouti, 2007). This model highlights the importance of organizational support structures in maintaining a highly engaged workforce.

2/3 Social Exchange Theory (SET)

Social Exchange Theory was also analyzed to view its suitability to the study: The theory provides a valuable standpoint, suggesting that employees reciprocate fair and supportive workplace policies with increased engagement and organizational citizenship behaviours (Blau, 1964). When employees perceive policies as equitable and beneficial, they are more likely to invest effort and remain committed to their organizations.

3. Research Methodology

This section ex-rays the various methods that were applied in this work. According to Collins Dictionary (2010) methodology is “the techniques and strategies employed within a discipline to manipulate data and acquire knowledge”. Therefore, the processes and procedures that were used in this work were presented.

3.1 Research Design

Here the main procedures applied in carrying out the research work were described. Research design has to do with the approaches, framework, or plans of carrying out research studies. It is used as a guide in collecting and analyzing data. Research design is viewed as the structuring of investigation aimed at identifying variables and their relationship with one another (Asika, 1991). Research design is also referred to as the plan, structure, and strategy of investigation conceived to obtain answers to research questions to control variables. Baridam (2001) asserts that research design does not mean the specific method of collecting data such as questionnaire, interview, or direct observation, but the more essential question of how the study subjects will be brought into the research setting to get the necessary records.

This work adopted the descriptive survey research design to examine Workplace Policy and Employees Engagement in Nigeria, with emphasis of Selected Organizations in Delta State, Nigerian (First Bank Limited and Beta Glass Industry both in Ughelli Delta State). This method is suitable for this study because it involves fact-finding and enquiries from respondents in the selected organization on their views concerning organizational policies and their implementation. This method of descriptive survey was used to enable the researcher to collect detailed information that has to do with the issue studied.

3.2 Population of the Study

According to Anyanwu (2000) population is the aggregate of the elements from which the sample of a targeted population of a study is drawn. Asika (2001) and Osuala (2005) assert that a population is a set of large number of possible observations of any kind of people or events possessing some specified characteristics. The population of the study is the total population of staff of the First Bank and Beta Glass studied in Delta State, Nigeria. The population of these organizations is fifty (50) First Bank and one thousand four hundred Beta Glass (1400). The total population for the two organizations is one thousand four hundred and fifty (1,450).

3.3 Sample Size

A sample can be defined as a smaller group of elements drawn through definite procedure from a specified population. The sample size for this study is two hundred (200) respondents. The respondents are staff from the two organizations studied. Due to trust issues, staff of the various organizations studied refused to provide the researcher with official documents on policy matters of the organizations. The simple random sampling method was used to elicit information from staff who provided data for the work.

3.4 Sources of Data

Data for this work was mainly primary and secondary sources of data. Primary data are data the researcher gathered directly from the respondents in the field.

3.5 Data Collection Methods

Questionnaires were administered to respondents by the researcher after a considerable period the questionnaires were retrieved. Interviews were also conducted. These methods formed the main methods through which data was gathered for the study.

3.6 Data Analysis Techniques

Data gathered for this work was analyzed using simple percentage and frequency tables. The descriptive method of analyzing data was used to analyze information got from respondents.

4. Results and Analysis

Data got from the field were presented and analyzed. The results are presented based on the objectives of the study. The data were analyzed using descriptive methods. The first section of analyses looks at the demographic characteristics of respondents.

4.1 Demographic Characteristics of Respondents

Table 1: Sex of Respondents

Sex	Frequency	Percentage (%)
Male	140	70
Female	60	30
TOTAL	200	100

Source: Survey Data, 2025

Table 1 presents the age bracket of respondents that provided data for the study. It shows that 140 respondents representing 70% of the population are male. Whereas 60 respondents representing 30% of the population are female.

Table 2: Age Distribution of Respondents

Age Range	Frequency	Percentage (%)
22 - 28 Years	15	7.5
29 – 36 Years	35	17.5
37 - 44 Years	110	55
45 and above	40	20
TOTAL	200	100

Source: Survey Data, 2025

Table 2 above illustrates the various age brackets that participated in this work. It revealed that respondents between the ages of 22 to 28 years were 15. This number represents 7.5% of the population. 35 respondents between the ages of 29-36 years. This figure represents 17.5% of the population of the study, 110 respondents representing 55% are between the age bracket of 37-44 years and the final category are people who falls in the age bracket of 45 years and above. This group constitutes 20% of the total population of the study.

Table 3: Marital Status

Marital Status	Frequency	Percentage (%)
Single	16	8
Married	140	70
Divorced	4	2
Separated	10	5
Widow/Widower	30	15
TOTAL	200	100

Source: *Survey Data, 2025*

Table 3 shows the marital statuses of the various respondents that took part in this work. It indicates that 16 respondents are single and this shows a percentage of 8, whereas those married were 140 in number and this number represents 70% of the total population of the study, 4 respondents were seen to be divorced and this ratio represents 2% of the population, while 10 respondents are separated and it represents 5% of the population and 30 respondents who represents 15% of the population were widowed/widower.

Table 4: Highest Educational Qualification

Qualification	Frequency	Percentage (%)
FSLC & Below	8	4
WASC	15	7.5
OND	5	2.5
B.Sc/HND	130	65
PGD	17	8.5
MSC	18	9
Ph.D. & Above	7	3.5
TOTAL	200	100

Source: *Survey Data, 2025*

Table 4 above looks at the educational qualification of respondents who participated in the study. It was gathered that 8 respondents representing 4% of the population were those that had FSLC and below. The next category of respondents is those with WASC and its equivalent. This group comprised 15 respondents and 7.5% of the population, while those with OND were 5 in number representing 2.5%, people with B.Sc/HND were 130 in number representing 65% of the population, participants with PGD were 17 in number representing 8.5, while those with M.Sc. were 18 representing 9% and the final category are those with PhD and above and the number of these people are 7 representing 3.5%.

4.2 Analysis of Research Questions

This section analyzed data got from the field.

Table 5: Presence of Workplace Policies on Employee Engagement.

S/n	Responses	Response rate	%
1	There is workplace policy but not effective	140	70
2	No workplace policy	40	20
3	Not aware of any workplace policy	20	10
Total		200	100

Source: *Field Work 2025*

Table 5 shows the responses of respondents concerning the presence of policies in their organization. The first category of respondents of 140 stated that there is workplace policies in the organization. They also went further to state that these policies are in document and are not effective. This figure represents 70%. 40 respondents representing 20% of the population stated there are no workplace policies in their organization, whereas 20 respondents representing 10% of the population stated that there are not aware of any workplace policy in their organization. Going by the percentage and number of respondents who claimed there is workplace policy, shows that there is workplace policy. Whether these policies are effective is another issue to be looked at.

Table 6: Forms Workplace Policies

Question	Frequency	%
Health and Safety	120	60
Maternal and Child	50	25
Environment sanitation policy	30	15
Total	200	100

Source: *Researcher's field work 2025*

The above frequency table shows that 120 respondents said the various organizations studied have Health and Safety policy. This figure represents 60% of the total population, while 50 respondents representing 25% of the population said there is maternal and child policy. The last said there is the environmental policy in the organization. Those that said there is environmental policy constitute 30 respondents that represent 15% of the population.

Table 7: Effectiveness of Workplace Policies

Question (How effective is workplace policy in your organization?)	Frequency	%
Very low	150	75
Low	40	20
No answer	10	5
Total	200	100

Source: *Researcher's field work 2025*

Table 7 above illustrates the responses of respondents on the effectiveness of workplace policy in the organization. The first group of respondents totaling 150 said although there are workplace policies, these policies are not effective at all. They represent 75% of the population. While 40 respondents representing 20% of the population said the implementation and effectiveness of the policies are low policies. The last group of respondents refused to provide any response to the answer. Going by the responses provided by the respondents, it is very clear that although there are workplace policies in the organizations, these policies are not effective.

5. Discussion of Findings

For the fieldwork and analysis of research objectives, the study made the following findings:

1. **Presence of Workplace Policies:** the work reveals that there are workplace policies in the organization. Forty

respondents out of the total population acknowledged the presence of workplace policies.

2. **Forms of Workplace Policies:** Here it was found that various forms of workplace policies were identified in the organization. Three major policies were identified and they are:
3. **Forms of workplace policy:**
 - i. Health and Safety
 - ii. Maternal and Child
 - iii. Environmental policy
4. **Effectiveness of Workplace Policies:** It was found that irrespective of all the policies that the workers claimed they have in the organization, the workers also stated that these policies are not effective.

6. Summary, Conclusion and Recommendation

6.1 Summary

This work investigated Workplace Policy and Employees Engagement in Nigeria: A Study of Selected Organizations in Delta State, Nigeria. The study looked into the organization and found out that policies exist in this organization. It went further to examine the various forms of policies in the organizations and found three major organizational policies which include but are not limited to Health and safety, Maternal and child and environmental policies. The effectiveness of these policies was also examined, it was discovered that although the organization claimed to have these policies, the truth remained that they are just in paper and are mostly not effective.

6.2 Conclusion

The outcome of the work is consistent with the popular view of the Nigerian situation where policies are formulated but not implemented. The study on workplace policy and employee engagement in Nigeria: A Study of Selected Organizations in Delta State, Nigeria, conclusively established certain facts. In this work, it was discovered that in the Selected Organizations studied in Delta State, Nigeria, there exists workplace policies which are documented, but in real practice, are not effective or implemented. Three major workplace policies were identified. Health and Safety, Maternal and Child and Environmental policy. The work after making some findings, also made certain recommendations to organizations and human resource managers and owners of institutions on the ways to go about organizational policy that will be effective and efficient. These policies, if appropriately applied will enhance employee engagement in the organization.

6.3 Recommendations

Based on the revolutions and findings of the study on Workplace Policy and Employees' Engagement in Nigeria: A Study of Selected Organizations in Delta State, Nigeria, basic recommendations have been provided. Employee engagement is a serious factor that could affect organizational achievement. Workplace policies play important role in shaping employee motivation, commitment, and productivity. This study examines the relationship between workplace policies and employee engagement in Selected Organizations in Nigeria.

1. **There should be well-structured Workplace Policies:** This has to do with categorizing workplace policies into key areas such as compensation, work-life balance, career development, diversity and inclusion, and organizational culture.
2. **Select Diverse Organizations:** If organizations are studied according to their diverse nature (for example manufacturing, educational institutions, government organizations, banking, engineering, telecommunication etc.) it will provide a wider viewpoint on workplace policies' effectiveness in Nigeria.
3. **Organizations should consider Employee Standpoints:** At different times, it is necessary to gather information from employees at different levels, be it at entry-level of staff, mid-level managers, and executives level to understand how workplace policies influence engagement at various ladders.
4. **There should be examination for Organizational Performance:** Examination should be carried out to ascertain if organizations with well-structured workplace policies experience higher employee engagement and better overall performance compared to those with weak policies.
5. **Policy Implementation Challenges should be explored:** Here there is need to identify some common challenges that organizations in Nigerian face in implementing workplace policies and recommend useful solutions for improvement.

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