

Labour Management Relations and Organizational Performance: A Study of Federal Medical Centers in South-East, Nigeria

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ABSTRACT:

The study examined the effect of labour-management relations on organizational performance in Federal Medical Centers in South-East Nigeria. Specifically, the study examined the effect of grievance procedure on the functionality of FMC's Umuahia and Owerri and ascertained the effect of employee participation in decision-making on organizational productivity in Federal Medical Centre Umuahia and Owerri. The total population of the study was 3235, comprising the employees of both FMCs. Findings revealed that grievance procedure has a positive and significant effect on organizational functionality; union participation in decision-making significantly affects the productivity (service delivery) of FMCs. The study concludes that organizations require effective labour relations that ensure an adequate flow of information to all workers, individually or collectively, through their unions or representatives. Above all, the study believes that synergy and collaboration among staff and management is highly required for optimum performance.

KEYWORDS: *Labour management relations, grievance procedure, employee participation, functionality, productivity*

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INTRODUCTION

Globally, the issue of labour management relations is a serious phenomenon. Ineffective labour/management relations and poor wage structure are considered major challenges that impede the performance of construction employees nationwide (Udo & Abiola, 2019). Labour management relations are subjected to diverse, often complex environmental factors, leading to discordant and hostile experiences with a low effect on performance (Mgbatogu et al., 2023). Hence, properly integrating these components or elements of labour management relations, such as grievance procedures, effective contract management, managerial communication, and union involvement in decision-making, gave credence to the sustainability of employees in any organization (Ojo & Adedayo, 2021). It is pertinent to note that labour management relations encompass all the interactions between labour or employees and management or employers in an organization (Ojo & Adebayo, 2021). However, the ability of any organization's management, such as Federal Medical Centers Umuahia and Owerri, to manage, coordinate, direct, and sustain employees will either make or mar the organization (Igbokwe, 2021; Hassan, 2016).

Despite the sustainable effort to restructure work practices and amend some labour management relations activities to enhance work performance in the organizations, especially in the Nigerian public sector, it appears as if the restructuring is not bringing the desired outcome because there is always a frequent disagreement amid labour and management over one condition of service or the other and the employees are always at the receiving end (Amanawa & Eze, 2024). The government in their ability has acknowledged that the only proactive measure to mend employee and labour-related issues is through increment of salaries

such as over-board augmentation of health workers' salary in April 2021, increment in health workers' allowances in July 2023, and implementation of improved general work policies (Oluwafemi, 2023, The Cable News). This constant disagreement between labour and management in the organization may have resulted in frequent disharmony between management and different labour unions, hampering productivity, employee turnover, creating tension, etc. This justifies the collective bargaining roles played by some leaders in unions in most organizations (Aremu, 2016).

Over the years, the Nigerian health industry has been plagued by antagonism, conflict, and industrial unrest, such as the national health workers' strike of 2010 and 2021, as well as resident doctors' protest as well as a strike in 2023 (Oleribe et al. 2023). This constant industrial unrest has become endemic. It seriously militated against the health sector, which was performing optimally in Nigeria (Anaemene, 2016), especially in Federal Medical Centers Umuahia and Owerri. This disagreement between government/ management and labour always bothers on issues such as delays in salaries payment, promotions, allowances, health insurance, retirement benefits, lack of effective communication, lack of effective grievance procedure, and lack of inclusiveness in decision making among others (Fashoyin, 2012). Employees in the organization usually manifest traits of industrial discontent such as lateness to work, absenteeism, refusal to put in effort/carry out management orders, and some leaving the organization at any opportunity (Aremu, 2016), leading to serious brain drain in the health sector. In many occasions where this disagreement is not well managed, the last resort by labour is usually industrial actions, which normally have a devastating effect on the organizational turnover, performance, achievement of core important cores as well as the satisfaction and referral of the general public, especially in an organization such as FMC Umuahia and Owerri whose core mandate is health service delivery.

Federal Medical Centers (FMCs) are referral medical facilities and tertiary health institutions, suggesting that other smaller healthcare providers, particularly those in the hinterlands, refer severe cases beyond the scope of what FMCs can handle. This is one of the reasons this study is being conducted with FMCs as a study case (Anyanwu et al., 2016). On many occasions when they refer these patients, they always get there to realize that either the resident doctors are on strike or the nurses are protesting over one industrial issue or the other, and this has contributed to the loss of many lives that would have been saved (Blinkenberg et al., 2022)

However, the major consequences of these incessant strikes by health workers are their impact on workers' performance, morale for carrying out their basic responsibilities, and service delivery. Significantly, performance measures when and how organizations realize their objectives. According to Onyekwelu et al. (2020), performance provides specific information about the connections between provided outcomes and output (effectiveness), minimal and effective cost and realized output (efficiency), and effective cost and delivered output (economy). Ata *et al.* (2016) observed that performance entails the organization's capacity to achieve independent goals efficiently. It is pertinent to note that one component that is accessible to realizing this is employees' performance through their productivity level (Lebas, 2017). This includes the quality, quantity, knowledge, or creativity of individual towards their accomplished works that are by the organizational goals during a specific period (Uzualu et al., 2024). Against this background, this study seeks to investigate the effect of labour-management relations on the performance of Federal Medical Centers, using South-East Nigeria as a study area. Specifically, examined the effect of grievance procedure on the functionality of FMC Umuahia and Owerri and ascertained the effect of employees' participation in decision-making on organizational productivity in Federal Medical Centre Umuahia and Owerri.

Labour management relations

Labour and industrial relations are usually used interchangeably. However, according to Obisi (2013), while industrial relations focus mainly on the collective relationship between management and union, with more attention on the industry in the sense of manufacturing and a little bit away from the service sector, labour relations, refer to any interactions between management and workers who are either unionized or have the potential to become unionized. Labour relations, as opposed to industrial relations, are described as the day-to-day interactions in the workplace between union members and employers, focusing on implementing and enforcing the collective agreement (Kurfi, 2016). Labour relations are a fusion of interactions between employer and employee (Yesufu, 2010). It is believed that the fundamental issue in all organizations is developing and maintaining an effective and amicable relationship at the workplace. To achieve these, policymaking by consultation, delegation, and group dynamics must be implemented (Anto, 2016). In this regard, the study adopted indicators of labour management relations as opined by Anto (2016).

Grievances management

According to Amah (2014), a grievance is any complaint with one's job or workplace conveyed in writing to one's immediate supervisor. Today, maintaining a pleasant workplace relationship to boost employee morale, improve organizational effectiveness, and increase organizational productivity has made employee

grievance management a vital organizational concern. Employee grievance management has emerged as a top priority for many forward-thinking managers and executives in today's business world, as organizations seeking to get the most out of each of their employees must be able to maintain a harmonious management-labor relationship, which is critical for organizational survival, success, effectiveness, and improved performance (Longe, 2015). Budd (2018) highlighted that the issue of grievance inside the business is defined as the employee's protest the application of policies deemed unreasonable or unfair. According to Akanji (2005), a grievance is inevitable when management fails to honor or live up to the agreement's terms with the employees or their representatives. Hence, this study adopted the indices of grievance management proposed by Akanji (2005).

Labour management relations and grievances management

Labour management relations are the interacting relations between labour and management, and these relationships must be harmonious for any organization's continuous existence and sustainability (Paul, 2012). Furthermore, Hassan (2016) argued that labour management relations could be called industrial or human relations. He further defined it as the working together of management and employees in the spirit of mutual understanding and teamwork. With these definitions above, we can now understand that when management and labour are integrated into the group, they will work harmoniously and productively for economic benefit and social satisfaction. Labor/management relations, according to Rahim (2012), emphasize contract negotiations, grievance procedures, punishment administration, and impasse/arbitration procedures. The systematic study of all employment sectors is related to labor relations (Kurfi, 2016). Today, maintaining a pleasant workplace relationship to boost employee morale, improve organizational effectiveness, and increase organizational productivity has made employee grievance management a vital organizational concern. As a result, employee grievance management is critical for maintaining industrial harmony, employee morale, efficiency, discontent, commitments, organizational productivity (Juneja, 2018), and management-labour relationships (Danku et al., 2015).

Grievance procedure functionality and service delivery

Employee grievance refers to a worker's unhappiness or discontent caused by the acts or decisions of supervisors or top management. According to Amah (2014), a grievance is any complaint with one's job or workplace conveyed in writing to one's immediate supervisor. Grievances are evidence of individual members' discontent with how things are going in their jobs. Thus, an employee grievance is any unhappiness caused by his immediate supervisor about his work and environment (Amah, 2014). A grievance is also a topic an employee brings to express displeasure with management behavior to effect change (Longe, 2015). According to Amah (2014), the rationale behind grievance procedures is to help an organization attain its best in terms of employee performance and service delivery. A good grievance procedure helps to settle grievance issues at the earliest possible stage. Also, it helps to ensure that such disputes are resolved as close as possible to their source (Danku-Apeletey et al., 2015).

An effective grievance procedure is necessary to ensure workplace stability, management-worker cooperation, and industrial harmony. Grievance-handling procedures will help the employees address their issues and concerns and are important for sustaining high satisfaction and high productivity of employees (Danku *et al.*, 2015). A good grievance procedure helps management understand the feelings and attitudes of the workers concerning the organizations' policies, practices, and rules, thereby helping them to make necessary improvements in policies and rules. Empirically, Maduwanthi and Fahim (2020) investigated the impact of employee grievances on operational-level employee job performance in a cement manufacturing company. According to them, employee grievance is a crucial issue that can contribute to a drop in organizational performance. Each firm addresses employee grievances to reduce unhappiness and improve organizational performance. Furthermore, the study was designed to determine operational employees' perceptions of employee grievances such as job-related grievances, working conditions-related grievances, management decision-related grievances, alleged violations-related grievances, and inappropriate behavior-related grievances when employees are directly engaged in organizational activities. The researcher used a cross-sectional, descriptive study design and a self-structured questionnaire to collect primary data through a survey. The respondents were 100 operational staff directly involved in the organization's activities. According to the study, employee grievances (including job-related, management decision-related, alleged violations-related, and inappropriate behavior-related grievances) negatively impact operational employees' job performance. Furthermore, Obiekwe and Eke (2019) investigated the effect of employee grievance handling on organizational performance. The targeted population consisted of the organization's management and staff. Twenty (20) respondents from the population were randomly chosen through the random sampling technique. The paper's findings demonstrated that good employee grievance handling is critical for harmonious working relationships, increasing employee loyalty and commitment, and improving overall organizational efficiency and performance. In contrast, a lack of or bad employee grievance management in businesses leads to negative organizational consequences such as decreased productivity,

absenteeism, defying orders, indiscipline conduct, and diminished job quality. According to the findings of the study, good employee grievance management is critical for a healthy management-labor relationship, which aids in the enhancement of organizational performance. It is recommended, among other things, that grievances be handled as soon as they are reported to limit the harmful implications of unresolved grievances in the workplace.

Furthermore, a grievance management strategy should be established that managers will utilize as a guide to manage grievance occurrences inside the workplace to promote harmony and improved employee morale, which is crucial for organizational improved performance. Organizations should ensure that those in charge of employee grievance management are well-trained to handle grievance and conflict issues effectively. They should also educate their employees about the grievance procedure arrangement available in their organization and the importance of following it when presenting their grievances.

Theoretical Framework

The study is anchored on Pluralist Labour Relations, which is vital and relevant to the effect of labour management relations and organizational performance: a study of Federal Medical Centres in Southeast Nigeria. It is one of the theories that marries some of the potent and basic dimensions adopted in this study, such as service delivery, grievance procedure functionality, or their dimensions. This theory traces back to Sidney, Beatrice Webb (England), and John. Commons (USA). This school of thought believes an organization is a complex social construction comprising various interest groups, of which employees and management constitute two. Because of the very nature of the organization system, they are seen as invariably subscribing to different values and objectives. The researcher decided to apply the Pluralist Labour relation theory because, from the above frame of reference, it is assumed there will be a different source of authority within the organization. The potential for conflict between them will always exist over the organization of work tasks and allocation of rewards, just like what we have in FMCs Umuahia and Owerri, where the employees, through their various unions, are constantly striving to influence the management decisions as regards work pay, work policies, and general working conditions and this often results to disagreement which is always resolved through dialogue and negotiations. According to Hadson (2011), those who hold this perspective tend to view conflict as necessary for the organization's healthy development as it helps bring the grievances held by workers to the surface. It is also argued that the potential for conflict allows management to explore innovative methods to produce the best results. This scenario often sets more proactive and improved means and standards regarding industrial issues and activities (Edward, 2017). This can equally be attributed to the case of FMCs Umuahia and Owerri, where management/government has, through such scenarios over the years, imbibed more proactive and innovative measures in handling labour issues in the organization.

Acknowledging the existence of competing sources of authority, most notably in trade unions, is held by Pluralists, as agreed by Budd (2015), to offer benefits by allowing organizations to deal with industrial relations issues collectively. In this regard, just like FMC Umuahia and Owerri, it is believed to not only provide management with the most efficient means of institutionalizing employment rules and minimizing the level of workplace dispute but also to encourage fairer outcomes by enabling employees to organize and counter-balance the power of management when negotiating workplace contracts and conditions. It is based on this conception that the researcher aligns with the view (Edward, 2017) that the Pluralist generally accepts the legitimate right of employees to bargain collectively and unions to act in this capacity on their behalf, and this is exactly what is obtainable in Federal Medical Centers Umuahia and Owerri.

METHODOLOGY

The study adopted a survey research design in which structured questionnaires were used to elicit information from the target respondents, who are Federal Medical Centre Umuahia and Federal Medical Centre Owerri employees. According to the personnel department of the two organizations, the total population of workers in Federal Medical Centre Umuahia is 1610, while that of Owerri is 1625. Therefore, the total population of the study is $1610 + 1625 = 3235$. The study employed primary sources of data. The study employed Stratified random sampling, which divides the population into two strata: management staff and non-management staff, most of whom are trade union leaders of different unions in Federal Medical Centers Umuahia and Owerri. In addition, simple random sampling techniques were used to sample the population in each stratum to select the final respondents, giving the respondents in the population an equal chance of being selected. Boyley's proportional technique was adopted to sample the respondents' proportional ratio as stated below: FMC, Umuahia = 177 respondents, including both management and non-management, FMC Owerri = 179 respondents, including both management and non-management. 21-item research developed "labour management relations and organizational performance: a study of Federal Medical Centers in South-East, Nigeria". The variables of the study were measured using a 5-point Likert

Scale Descriptive Index of SA (Strongly Agree, 5); A (Agree, 4); D (Disagree, 3); SD (Strongly Disagree, 2) and U (Undecided, 1).

Section A contained demographic information of the subjects, while section B contained 16 self-report items concerning the effect of grievance procedure on the functionality and the effect of employee participation in decision-making on organizational productivity of FMC's Umuahia and Owerri. A criterion means of 3.0 was established to determine acceptance or rejection of the items. Any mean above 3.0 showed acceptance, while that below 3.0 indicated rejection. Three (3) experts from the Department of Industrial Relations and Personnel Management, College of Management Sciences, subjected the instrument to face-to-face validity. At the same time, the reliability was tested using Cronbach Alpha analysis and was 0.70%. The data collected for the study were analyzed using simple descriptive statistics (namely simple percentages) and presented in tables. The study hypotheses were tested using a simple regression model.

RESULTS AND DISCUSSIONS

Demographic Characteristics of the Respondents

The distributions of respondents according to demographic characteristics are presented in Table 1. The findings showed that the majority of the respondents, 54.5%, were females, as opposed to 45.5% of the respondents, who were male. Women dominate most medical personnel in southeast Nigeria, while men mostly venture into entrepreneurship activities. This is because most men can withstand business risk and fluctuations more than their female counterparts. 73.6% of the respondents were duly married, as against 20.6% of the single respondents. However, 5.8% of the respondents were divorced. The result agrees with the *a priori* expectation because most people in southeast Nigeria get married within 25 – 40 years. 60.3% of the respondents are certified B.Sc/HND certificate holders, followed by 23.5% who are OND/NCE certificate holders. More so, 13.6% of the respondents have acquired M.Sc/MBA certificates, and 2.6% are doctorate holders. None of the respondents had WASSCE/NECO or FSLC as the highest level of education. High levels of education attainment are recorded among the respondents; this conforms to *apriori* expectations because one of the criteria for personnel employment in the medical sector is a high level of education. 68.7% of the respondents were above 31 years of age. This was followed by 23.5% and 7.8% of the respondents aged 25 – 30 and 21 - 25 years, respectively.

Table 1: Demographic characteristics of the respondents

Variables	Categories	Frequency	Percentage
Gender	Male	157	45.5
	Female	188	54.5
	Total	345	100
Marital Status	Married	254	73.6
	Single	71	20.6
	Divorced	20	5.8
	Total	345	100
Educ. Qualification	WASSCE/NECO	-	-
	OND/NCE	81	23.5
	B.Sc/HND	208	60.3
	M.Sc/MBA	47	13.6
	PhD	9	2.6
	Total	345	100
Age	Below 20	-	-
	21 – 25	27	7.8
	26 – 30	81	23.5
	31 and above	237	68.7
	Total	345	100
Years of experience	Below 5 years	39	11.3
	5 – 8 years	155	45.0
	9 – 12 years	86	24.9
	Above 12 years	65	18.8
	Total	345	100

Source: Field Survey, 2023

However, the age distribution is classified into four major age groups. These are the youthful, dynamic age group, which is made up of those between ages 20 to 30 years; the active, productive working class, which consists of those between ages 31 to 45 years; the declining productivity age class, which is made up of those within ages 46 to 60 years and the old age class which is made up of those above 60 years (Fejoh, 2016).

From the above categorization, most of the respondents (25 - 45 years) fell within the active working class, which implies that those in this age group are up and doing. They can make rational decisions about labour relations management and organizational performance in the study area. 45.0% of the respondents have worked in FMC within 5 – 8 years. This was followed by 24.9% and 18.8% of the respondents with 9 – 12 years and above 12 years of working experience, respectively. More so, only 11.3% of the respondents have below 5 years of working experience. From the result, more than 90% of the respondents have more than 5 years of working experience with FMC.

Data Presentation

Effect of grievance procedure on functionality of FMC

Table 2: Effect of grievance procedure on the functionality of FMC

Statements	SA	A	U	D	SD	Total	\bar{x}
1. Good grievance procedure is vital for continuous harmony and organizational functionality	219 63.5%	68 19.7%	46 13.3%	8 2.3%	4 1.2%	345 100	4.42
2. It increases employees' trust and loyalty as well as enhances commitment to the organization	234 67.8%	48 13.9%	50 14.5%	7 2.0%	6 1.7%	345 100	4.44
3. A well-formulated grievance procedure encourages a positive organizational outcome and contributes to the effectiveness	274 79.4%	33 9.6%	20 5.8%	9 2.6%	9 2.6%	345 100	4.60
4. A good grievance procedure helps in settling disputes at the earliest possible ways and time	195 56.5%	118 34.2%	24 7.0%	8 2.3%	- -	345 100	4.44
5. It helps management to understand the employee's feelings and attitudes toward the organization's policies and rules	202 58.6%	104 30.1%	25 7.2%	14 4.1%	- -	345 100	4.43
6. It serves as an upward channel of communication in the organization	113 32.8%	185 53.6%	12 3.5%	29 8.4%	6 1.7%	345 100	4.07
7. It ensures a peaceful work environment by redressing grievances to mutual satisfaction of both labour and management	241 69.9%	93 27.0%	4 1.1%	7 2.0%	- -	345 100	4.64
8. It encourages justice and fairness by ensuring that decisions are based on an ethical code of conduct	232 67.2%	69 20.0%	25 7.2%	19 5.5%	- -	345 100	4.48

Source: Field Survey, 2023 Decision rule: mean > 3.0 adopted, mean < 3.0 rejected.

The effect of the grievance procedure on FMC's functionality is presented in Table 2. As recorded in the Table, 79.4% of the respondents strongly agreed that a well-formulated grievance procedure encourages a positive organizational outcome and contributes to functionality and effectiveness. 69.9% of the respondents strongly agreed that the grievance procedure ensures a peaceful work environment by redressing grievances to the mutual satisfaction of both labour and management. 67.8% of the respondents agreed that an effective grievance procedure increases employees' trust and loyalty and enhances organizational commitment. 67.2% of the respondents strongly agreed that the grievance procedure encourages justice and fairness by ensuring that decisions are based on an ethical code of conduct. 63.5% of the respondents added that a good grievance procedure is vital for continuous harmony and organizational functionality. 58.6% and 56.5% of the respondents strongly agreed that the grievance procedure helps management understand the employees' feelings and attitudes towards the organization's policies and rules; a good grievance procedure helps settle disputes as soon as possible. More so, 53.6% of the respondents agreed it is an upward communication channel in the organization. The mean value of the items showed 4.42, 4.44, 4.60, 4.44, 4.43, 4.07, 4.64, and 4.48, respectively. From the result, eight (8) out of eight (8) items had a mean value greater than 3.0. Based on the decision rule that a mean value > 3.0 is accepted while a mean < 3.0 is rejected, we concluded that the grievance procedure significantly affects the functionality of the Federal Medical Centre in Owerri and Umuahia.

Effect of employees' participation in decision making on the effectiveness of FMC**Table 3: Effect of Employees' participation in decision making on effectiveness of FMC**

Statements	SA	A	U	D	SD	Total	\bar{X}
Employee participation mechanism is one of the modern management tools for enhancing effectiveness	183 53.0%	86 24.9%	55 15.9%	12 3.5%	9 2.6%	345 100	4.22
Employee's involvement is a key to greater organizational success and productivity	125 36.2%	122 35.4%	74 21.4%	9 2.6%	15 4.3%	345 100	3.96
It increases employees sense of belonging in their workplace and their obligation and commitment to the organization	250 72.5%	29 8.4%	51 14.8%	10 2.9%	5 1.4%	345 100	4.47
It improves the decision-making process, reduces industrial disputes in the organization	131 38.0%	145 42.0%	60 17.4%	9 2.6%	- -	345 100	4.15
It increases the feelings of workers toward self-accomplishment and employees' commitment	220 63.8%	113 32.8%	12 21.4%	- -	- -	345 100	4.60
It improves employee's service delivery and job satisfaction	233 67.5%	87 25.3%	15 4.3%	10 2.9%	- -	345 100	4.57
It increases employee loyalty and helps reduce labour turnover	55 15.9%	46 13.4%	20 8.7%	121 35.1	103 29.9	345 100	2.50
Employee participation allows and encourages easy flow of ideas among members of the organization	150 43.5%	140 40.6%	27 7.8%	28 8.1%	- -	345 100	4.19

Source: **Field Survey, 2023** Decision rule: mean > 3.0 adopted, mean < 3.0 rejected.

Table 3 shows the effect of employees' participation in decision-making on effectiveness of FMC. The result revealed that the majority of the respondents, 72.5%, strongly agreed that employees' participation increases employees' sense of belonging in their workplace and their obligation and commitment to the organization. 67.5% of the respondents strongly agreed that employee participation improves employee service delivery and job satisfaction. 63.8% of the respondents strongly agreed that employee participation increases workers' feelings towards self-accomplishment and employee commitment. 53.0% of the respondents strongly agreed that the employee participation mechanism is a modern management tool for enhancing effectiveness. 43.5% of the respondents strongly agreed that employee participation allows and encourages an easy flow of ideas among organization members. 36.2% of the respondents strongly agreed that employee involvement is a key to greater organizational success and productivity. 42.0% of the respondents agreed that employee involvement improves the decision-making process and reduces industrial disputes in the organization. The mean value of the items showed 4.22, 3.96, 4.47, 4.15, 4.60, 4.57, 2.50, and 4.19, respectively. From the result, seven (7) out of eight (8) items had a mean value greater than 3.0. Based on the decision rule that a mean value > 3.0 is accepted while a mean < 3.0 is rejected, we concluded that 87.5% of the respondents agreed that employees' participation in decision-making affects the effectiveness of the Federal Medical Centre in Owerri and Umuahia.

Test of hypothesis 1

H₀₁: Grievance procedure has no significant effect on functionality of FMCs in Umuahia and Owerri.
Analysis of simple linear regression analysis results for hypothesis 1.

Simple linear regression analysis was used to test hypothesis 1. The result is as follows: the coefficient of grievance procedure (X_1) was statistically significant and positively related to functionality of FMCs in Umuahia and Owerri at 1% level. Implying that a unit increase in grievance procedure, holding other variables constant, increases functionality of FMCs in Umuahia and Owerri by 0.603 units. From the result, the t-calculated value of grievance procedure was 5.195, and the t-tabulated value of 1.968; since the t-calculated value is greater than t-tabulated value in absolute terms, the null hypothesis was rejected in favour of alternative. Thus, the grievance procedure has a positive and significant effect on functionality of FMCs in Umuahia and Owerri.

Table 4: Simple linear regression analysis result of effect of grievance procedure on functionality of FMCs in Umuahia and Owerri

Variables	Parameters	Coefficient	Std error	Tcal – value
Constant	β_0	2.285	0.462	4.941***
Grievance procedure (X_1)	β_1	0.603	0.116	5.195***
R-Square (R^2)		0.393		
Adjusted R-Square (R^{-2})		0.390		
F – Statistics		26.986		
F – Probability		0.000		
Durbin-Watson stat		1.912		

Decision Rule: If $F_{cal} > F_{tab}$, accept the alternate and reject Null hypothesis. Otherwise, accept the null hypothesis. (***) = 1%), (** = 5%), and (* = 10%) denote significance of coefficient at level respectively t-tab value = 1.968 df = 343 Dependent Variable: functionality, Predictors: (Constant), grievance procedure

Source: Field Survey, 2023 (SPSS Version 20)

The coefficient of multiple determination (R^2) was 0.393, which implies that changes in the independent variable explained 39.3% of changes in the dependent variable, while 60.7% were unexplained by stochastic terms in the model. Thus, the independent variable (grievance procedure) can only explain 39.3 percent of changes in functionality of FMCs in Umuahia and Owerri, leaving 60.7% unexplained. The R^2 adjusted was 39.0%, indicating the goodness of fit of the regression model adopted in this study, which is statistically significant at a 5% probability level. The Durbin-Watson statistical value of 1.912 was observed, which falls within 1.8 to 2.5, implying no evidence of autocorrelation in the data analysis. More so, the f-statistical (calculated) value of 26.986 was observed in the analysis, which is greater than the t-critical (t-table) value of 1.968. The f-probability value of 0.000 was observed from the analysis, which is less than 0.05 (95% freedom), indicating that the estimated regression model adopted in this study is statistically significant at a 5% probability level. With this, the researcher rejected the null hypothesis and accepted the alternative hypothesis; hence, the grievance procedure positively and significantly affects the functionality of FMCs in Umuahia and Owerri.

Test of hypothesis 2

Ho₂: Union participation in decision-making has no significant effect on productivity (service delivery) of FMCs.

Table 5: Simple linear regression analysis result of effect of union participation in decision-making on productivity (service delivery) of FMCs

Variable	Parameters	Coefficient	Std error	Tcal – value
Constant	β_0	1.432	0.202	7.044***
Union participation in decision (X_1)	β_1	0.632	0.039	16.304***
R-Square (R^2)		0.437		
Adjusted R – Square (R^{-2})		0.435		
F – Statistics		265.822		
F – Probability		0.000		
Durbin-Watson stat		2.079		

Decision Rule: If $F_{cal} > F_{tab}$, accept the alternate and reject Null hypothesis. Otherwise, accept the null hypothesis. (***) = 1%), (** = 5%) and (* = 10%) denote the significance of the coefficient at the level, respectively. t-tab value = 1.968 df = 343 Dependent Variable: productivity, Predictors: (Constant), union participation

Source: Field Survey, 2023 (SPSS Version 20)

The coefficient of union participation in decision-making was statistically significant at a 1% probability level and positively related to the productivity (service delivery) of FMCs. This implies that a unit increase in union participation in decision-making leads to a 0.632 unit increase in productivity (service delivery) of FMCs. From the result, the t-cal value of union participation in decision-making was 16.304, while the T-table value was 1.968. Since the t-table value is less than t-cal value in absolute terms, the researcher rejected the null hypothesis and accept alternate hypothesis that union participation in decision-making has a significant effect on productivity (service delivery) of FMCs.

The result of the coefficient of multiple determination (R^2) values was 0.437, which indicates that changes in the independent variable explained 43.7% variation in the dependent variable, while 56.3% was unexplained by the stochastic variables in the model. In effect, a 43.7% increase in union participation in decision-making can be attributed to the productivity (service delivery) of FMCs. The Durbin-Watson stat value was 2.076, close to 2.5, implying no evidence of autocorrelation. F-stat value of 265.822, which is

higher than 1.968; and an F-prob value of 0.000 was observed from the analysis, which is less than 0.05 (95% degree of freedom), indicating that the estimated regression model adopted in this study was statistically significant at 5% significant level. With this, the researcher rejected the null hypothesis and accepted the alternative hypothesis, which states that union participation in decision-making significantly affects the productivity (service delivery) of FMCs.

Discussion of findings

From the empirical result, the t-calculated value of grievance procedure was 5.195, and the t-tabulated value was 1.968; since the t-calculated value is greater than t-tabulated value in absolute terms, the null hypothesis was rejected in favour of alternative. Thus, variation in grievance procedure has a positive and significant effect on FMC functionality of FMCs in Umuahia and Owerri. The result agreed with the findings of Obiekwe and Eke (2019), who revealed that mutual labour management relation (grievance management) affects workers' performance. This was supported by Olukayode (2015), who upheld that dispute settling process positively affects employee performance. However, Ezigbo (2011) studied problems and prospects of labour management relations in the Nigerian oil and gas industry. The study revealed that a long grievance-settling process negatively affects effective results and employee collaboration.

The test of hypothesis 2 result revealed that the t-cal value of union participation in decision-making was 16.304 while the T-table value was 1.968; since the T-table value is less than the T-cal value in absolute terms, the researcher rejected the null hypothesis and accept alternate hypothesis that union participation in decision making has a significant effect on productivity (service delivery) of FMCs. The result aligned with the findings of Abolade (2015), who investigated the impact of industrial democracy on organizational performance. Based on the results of this study, the variables of recognition, promotion, employee participation in decision-making, and reward system had the highest impact on employee productivity of Bono brand tile, Tehran.

CONCLUSION

Every employee is important to the organization; putting a personal touch on the job environment is a good element of labour management relations; for instance, a chat with a junior staff at his Table by top management might mean much to the junior staff and bolster his sense of belonging and willingness to work harder. Meanwhile, as one considers the need to be reasonable, the employees should also cultivate the right attitude to work by being willing to accept change and pledge their loyalty. Every organization has some set objectives which it wants to achieve, which cannot be achieved without an effective cordial relationship between labour and management. The success of an organization is measured not only by the profit the company can make but also by the degree of industrial peace and harmony that can be maintained. Therefore, employers of labour must pay more attention to the needs of labour to maintain high performance. Management, having been entrusted with the day-to-day running and administration of the organization, should regard and treat employees as a vital asset of the organization; employees, on the other hand, should try to appreciate management's effort in protecting the interest of the organization and stakeholders. Theoretically, the study will inspire future readers in the effort to complement the work already done in labour- management relations; it will also enlighten other critical stakeholders in the sub-health sectors on issues of labour-management relations and its roles in the organization as well as assist policymakers and government in formulating effective policies that will constantly propagate a peaceful and healthy relationship in the organizations. Empirically, the study will be significant to many organizations, especially employees, various labour union leaders and FMC Umuahia and Owerri management, government, researchers, and the general public. Based on the findings the study recommends that:

1. Whenever there is a grievance or disagreement in the organization, management should try to resolve it at its early stage, either through negotiation or collective bargaining, before it gets too late and results in a strike, thereby disrupting the organization's functionality.
2. Organization requires effective labour relations that ensure an adequate flow of information to all workers; therefore, synergy and collaboration among staff and management are highly required for cordial labour management relations.

Conclusively, the major limitations encountered includes scope covered. It was limited to two federal medical centers in South-East, FMC Umuahia and FMC Owerri. Therefore, further studies should incorporate other federal or government parastatals using different indicators.

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