



Managerial Communication and Contract Administration as Veritable Tools of Labour Relations Management and Organizational Performance: A Study of Federal Medical Centres in South East, Nigeria

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Abstract

The study examined the effect of managerial communication and contract administration as veritable tools of labour relation management for organizational performance in Federal Medical Centre Umuahia and Owerri. Specifically, the study examined the effect of managerial communication on effectiveness of FMC Umuahia and Owerri and determine the effect of contract administration on labour turnover of FMC Umuahia and FMC Owerri. The total population of the study was 3235 comprising the employee of both FMCs. Taro Yamane's formula was employed to select sample size of 356. However, from the 356 copies of questionnaire administered, 345 were completed and returned. Hence 345 becomes the valid sample size. The data were analyzed with descriptive statistics such as frequency and percentage distribution. The hypotheses were tested with a simple regression model. The descriptive results revealed that managerial communication has positive and significant effect on effectiveness of the organization and effective contract administration has significant and negative effect on labour turnover in the organization. The study therefore concludes that at 1 % level (Sig < .01) managerial communication has positive and significant effect on effectiveness of FMC implying that a unit increase in managerial communication, holding other variables constant will increase effectiveness (service delivery) in FMCs and lastly at 1 % level of significance, contract administration has significant and negative effect on labour turnover in FMCs implying that a unit increase in contract administration while holding other variables constant will reduce labour turn over in FMCs. Based on the findings of this study, the following recommendations were made: motivation and communication are vital factors that affect performance, effective communication and employment contract administration policies should be seen as a panacea to industrial peace and improved organisational performance

Keywords: Labour management relations, managerial communication, contract administration, effectiveness and labour turnover

Introduction

Admittedly, since Nigerian independence in 1960, there has been constant change in economic conditions, industrial relations, political environment, among others and these has brought rapid changes in both labour and economic activities of many organisations (Akerele & Akerele, 2017). These rapid changes in the

economic, industrial as well as political environment are what make the difference between Nigeria working environment, especially as a developing economy and other developed countries of the world (Fajana, 2012). In developed countries of the world, the issue of labour management relations is made to form part of the legal framework of every organisation, the parties involved shows due respect and strictly stick to the pronouncement of

the legal document. However, it is pertinent to note that, in African countries, especially Nigeria, the employers of labour most times do not obey sternly to the provisions in the legal documents that are binding them with the employees (Ezigbo, 2011).

This legal document could contain items like the conditions for employees' promotion, mode of salary payment, bonuses/allowances, grievance procedure, contract administration, managerial communication, industrial democracy and general working conditions among others. It is the proper consideration and honouring of the legal framework by ensuring that items in the legal document is strictly implemented that will form the basis for the employees motivation which gives rise to high level performance in any organisation, including Federal Medical Centres (FMC), Umuahia and Owerri (Ekundaya & Ajayi, 2016).

Although, in most cases, management attempts to influence the union or make it partners through effective communication as a way of resolving some contentious issues in the organisation. However, where labour and management failed to reach an agreement, especially in FMC Umuahia and Owerri where we have various labour unions such as Nigerian Medical Association (NMA), National Association of Nigerian Nurses and Midwives (NANNM), Joint Health Sector Union (JOHESU), among others, who organise their members to resist any attempt by government or management to trample upon their rights. Such scenario if not well managed often results to industrial action which always affect the

functionality of the organisation (Riketta, 2016).

In most organisations, the issues of salaries, other condition of services and general labour dispute are usually settled via collective bargaining and other dispute resolution mechanisms between management and leader of various labour unions, this is usually so because every organisation seeks to maintain a healthy management and labour relations that will constantly motivate and retain a team of workforce, that sees their job as fulfilling and are always willing to contribute their best by being more productive through effective service delivery for the growth of the organisation (Anto, 2016).

In addition, performance is seen as various activities aimed at accomplishing organisational goals and objectives. It is these re-occurring events that utilize processes for the organisation to be effective that must be quantified in order to ascertain the level of performance and this can only be achieved in a harmonious and conducive working environment (Chandrasekar, 2011). According to Aremu (2016), human resource is the utmost essential resources of every organisation and for Federal Medical Centres' in Umuahia and Owerri to perform optimally and productively, the labour management relations perhaps should be seen as pivot in which the wheel of organisation revolves.

Therefore, it is on based on this point that the study seeks to investigate the effect of labour management relations on organisational performance in Federal Medical Centres in Umuahia and Owerri. Specifically, the study

examined the effect of managerial communication on effectiveness of FMC Umuahia and Owerri and investigated the effect of contract administration on labour turnover of FMC Umuahia and FMC Owerri. Specifically, the study examined the effect of managerial communication on effectiveness of FMC Umuahia and Owerri and determine the effect of contract administration on labour turnover of FMC Umuahia and FMC Owerri.

Literature Review

Conceptual review

Labour Management Relations

Labour relations, on the other hand, can refer to any interactions between management and workers who are either unionized or have the potential to become unionized. Also, Fashoyin (2012), describe Labour relation as joint efforts by labour and management to find cut solution and remedies to problems common to both parties. It represents a joint decision making in the area of interest. In a nut shell, labour management relations serves as a bridge to bring labour and management together to resolve their difference and difficulties that may arise, thereby arriving at a conclusive arrangement as to how best they could work together.

Over the years, different approaches have been discussed as to what constitute the scope of labour relations and with the application of various innovative management techniques, many government organisations especially, health institutions have initiated different innovative programmes aimed at improving

employee /management collaborations, indicating that the need for a pleasant collaboration between labour and management in any organisation can never be over emphasized (Osad & Osas, 2013).

Apart from good pay package, another key element that really motivates labour is the relationship and attitude of the managers. One of the key goals of managers in any organization is to inspire employees to perform at a high level (Obisi, 2013). Admittedly, it is a general notion that the more managers can reply to questions regarding how best they can motivate their employees, the more committed the employees' thereby boosting organisational performance and productivity (Ezigbo. 2011).

Labour

Labour has the same connotation as worker, which means that any employee who enters into a contract for mutual work, clerical work, or professional job is considered as labour. In both public and private organizations, a lot of emphasis has been placed on labour. One reason for this emphasis on labour is possibly because labour is a key resource which is universal and it is the only means of production that has known control over inputs to output.

Labour laws

Similarly, Ayim, Ikemefuna, and Ekwoba (2012) believe that the entire concept of Nigeria labour laws arose from a conflict caused by the incapacity of employers and employees to have a proper discourse about the terms and circumstances of employment. There is

no gain saying the fact that no responsible government can fold its hands and watch the incessant industrial warfare between labour and management or trade unions and employers. Rather government frequently reaffirms its confidence in the effectiveness of voluntary negotiation and collective bargaining for the determination of wages and other working conditions. The long term interest of government, employers and trade unions alike would seem to rest on the process of consultation and discussion which is the foundation of democracy in the industry.

Strategic approach to labour relation practices in the Nigerian health sector

- ❖ **Participation of workers representative in the management of the organization:** Representational system provides avenue by which decision-making is being shared between an employees and the management. This provides the means by which employees have a real say in decision that affect them. Some workers can be co-opted into the managerial team for representing the interest of the workers in decision affecting them. The co-opting strategy is employed when workers believe they are not adequately represented in decisions that impact them. The co-option method can also be used to change employees' negative attitudes toward management.
- ❖ **Collective bargaining:** Collective bargaining is another medium through which workers can participate in decision affecting them. During bargaining process, the management and the workers representative meet to negotiate on the terms guiding their employment relationship. Through collective bargaining- the workers representatives and the management jointly establish the rules guiding the behaviour of the employer and the workers in their relationship.
- ❖ **Work groups:** Work group involve the development of functional group of people and allocation of work to the group and not individuals. In these groups, employees may have control over all the immediate factors concerning their works and such groups may be given free hand to decide on the target of the group norms, group leadership, and needs. Work group are involved in such functions as individual procedures and technique, internal distribution of task, group production method etc.
- ❖ **Joint collective committee:** The joint consultative committee includes employee council steward committee, staff committee workers council etc.
- ❖ **Financial participation:** Employees can also participate in decision making through the buying of shares in the organization when employees buy shares in the organization they feel committed to the organization. Management can also ensure the financial participation of employees through a system or profit sharing in the organization. Profit sharing involves the use of scallion principle.
- ❖ **Improving the content of the job:** This is one of the ways to ensure the participation of the employees in decision-making thus, improving the content of the job, job redesign, job enrichment, job enlargement among others (Odeku & Odeku, 2014).

Trade Unionism in Nigeria

Trade union generally originated from hard work of employees to pursue growth in prevailing working environments through combined efforts. It is of general belief by workers that they can benefit more through membership of a union rather than doing it alone (Joseph, 2014). Most commonly, trade unions are established to preserve the aim of workers. Being one of the significant partners in Industrial relations system, Labour unions have helped to protect the views of workers in order to improve their terms and conditions of employment within the industrial relations system (Akume & Abdullahi, 2013).

In Nigeria, trade unions have evolved into a powerful, innovative, and dynamic national liberating movement (Balkaram, 2011). According to him, trade unions in Nigeria have gone beyond their traditional function of defending the cause of workers to wield significant governmental and public authority, acting as cautious caretakers of the people. Despite the fact that this brought trade unions and their leaders into frequent conflicts with the political classes, they have been able to achieve a lot in workers favour during the process of their struggles.

Weapons of the union

The trade unions have certain strategies and tactics used to extract greater concession from employers, these strategies includes

- i) **Strike:** This is the partial or complete refusal to work or obstruction of labour by those employed by the same or different

employers for the aim of settling a grievance or resolving a dispute concerning any topic of mutual interest between employer and employee, when a strike is embarked upon by a labour union, the reason behind such industrial action is usually industrial or trade dispute arising from some unresolved disagreement between the union and management in an organization, in most cases the disputes are resolved through negotiation or collective bargaining.

- ii) **Picketing:** Is a kind of union powers in which large posters play cards or signs are carried by the union workers, the picketing maybe informational in order to inform the public about the unfair practices of their employer.
- iii) **Primary Boycott:** Refers to the economic pressures, in which unions attempt to influence people not to buy from a given firm.
- iv) **Secondary Boycott:** Is a situation where economic pressure, is placed on another firm to prevent it from doing business.

Labour dispute Resolution Measures

According to Ezigbo, (2011), the various labour management conflict resolution measures includes; reconciliation, negotiation, arbitration, mediation and Collective bargaining

- i. **Negotiation:** To negotiate is to converse with a view to finding terms of agreement (Onah, 2015). Similarly, negotiation is the process through which two or more parties exchange products or services and attempt to reach an agreement on the exchange rate (Ezigbo, 2011). Furthermore,

negotiation is the procedure through which mandated representatives of conflicting parties meet in order to discuss their differences and reach an agreement. The outcome of a negotiation is frequently determined by the power of the relationship between the groups. In work places, unions and management representatives sometimes use negotiation to resolve their conflict.

ii. Mediator: When direct negotiation fail, parties in a conflict often call in an independent mediator. This person or group of persons will try to facilitate the settlement of the conflict. The mediator plays an active part in the process, advises both parties, act as intermediary and suggests possible solution. Mediators acts only in an advisory capacity, they have no decision making powers and cannot impose settlement on the conflicting parties (Ezigbo, 2011).

iii. Arbitrator: This is an independent individual who works as an adjudicator in a conflict to decide on the terms of settlement. Both parties in the conflict have to agree on who the arbitrator should be, and that the decision of the arbitrator will be binding on them all.

iv. Conciliator: A conciliator is a trusted third party who acts as an intermediary between the negotiator and the opponent. Conciliators are merely communication conduits in actuality. They also conduct fact-finding, message interpretation, and persuade disputants to reach an agreement (Onah, 2015).

v. Consultant: The role of the consultants is not to decide disputes, but to strengthen relations between disputing parties so that they can

reach an agreement among themselves. The goal of this technique is to create fresh and favourable perceptions and attitudes among the opposing parties (Onah, 2015).

Managerial communication

Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organization. Communication is a process that contains expressing, listening and understanding (Osad & Osad, 2013). Onasanya (2011) defined organizational communication as the extent to which information about the job is transmitted by an organization to its members and among members of the organization. Ezigbo (2011), observed that communication is needed to establish and disseminate the aims of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job.

According to Ince and Gül (2011), communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. However, it is unknown if symbols are genuinely transferred or not, to what extent symbols correspond to the communicated message, and how effective the transmitted fact is on the receiver (Ezigbo, 2011). Employee communication is the transmission of information linked to the daily performance of an employer's task, which is also necessary if the worker is

to be an effective member of staff. It implies a view of humans as a valuable resource (Osad & Osad, 2013). Puttapalli and Vuram (2012) defined organizational communication as “the central binding force that permits coordination among people and thus allows for organized behaviour.

Effective communication is needed for management to advance and sustain a competitive advantage for organizational performance and improvement (Mukoro, 2013). Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to enact strategies to improve communication that could lead to positive work consequences (Onasanya, 2011). Improvements in supervisor-subordinate communication can help businesses achieve their objective of managing diversity in the workplace by encouraging equality and inclusion. Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. The association between employee satisfaction and job performance suggests that an important contributor to the employee's engagement within the organization is the leader employee relationship.

Employment Contract

A written legal agreement that spells out the binding terms and conditions of employment between an employee and an employer is known as

an employment contract. It describes the basis of the employment relationship. Because the employment contract is a legal document, employers must use caution while determining its contents (Gulamali, 2011). The provisions of an employment contract are classified as either express or implied. The conditions that have been discussed and agreed upon by the employer and employee are known as express terms. They might not be written down. It should be underlined that stated terms cannot be used to limit statutory rights (Olatuiyi & Sarat, 2014).

Types of employment contract

In Nigeria, the Law of Contract governs all types of contracts for example; the Employment and Labour Relations Act, 1990 together with the Law of Contract Act govern employment contracts under which you can be employed. According to Okeke, Nwele and Achilike (2017) these include:

- a. **A contract for an unspecified period:** The period of employment in this form of contract is unspecified, which means it is not accounted for. Some refer to it as a long-term contract.
- b. **Contract for specified period:** This is a contract in which the length of time is stated. If the contract's specified duration has expired, the contract immediately terminates. A contract for a particular period could be for one month, three months, one year, two years, and so on.
- c. **Contract for a specific task:** This is a type of contract in which a worker is hired to complete a certain task. When the task is accomplished, the contract is terminated. For example, suppose a

person is hired to unload crates of soda off a truck, and the contract terminates once that task is accomplished.

Agreement clauses on employment contract

Agreement clauses on employment contract is designed to ensure that contract contains all rights and obligations of the Parties and it prevents a Party from relying on anything outside of that contract to establish that it has a right or that another Party is obliged to do anything, it make sure that all the terms of the agreement are contained in the document, and that there are no other documents that contain rights or obligations that are not contained in the document. It contains the followings information;

- ❖ An employment contract should contain the parties' names that are then referred to as the employee and employer.
- ❖ The date of birth or age of the employee should be specified - this helps an employer to determine the time span an employee can work for an organization, after which the retirement clause kicks in.
- ❖ The employment contract should state the commencement date and end date of employment in order to determine his or her terminal benefits or retirement benefits at the time of their departure, but more importantly to provide clarity on the duration of the agreement.
- ❖ Place of work is a crucial element in a contract. There are circumstances where a person is recruited for a company which is based within the

same territorial jurisdiction but has various outlets within the same city or region.

- ❖ The job description and job title should be specified to ensure an employee is aware of what is expected of him or her. Some of the other basic elements in an employment contract are: probationary period clause, remuneration clause, hours of work clause and public holidays and leaves available (annual leave, sick leave, paternity leave and maternity leave).
- ❖ Last but not least, termination clause (could outline misconducts that give rise to termination), notice clause, severance pay and applicability of the Act clauses are elements without which a contract is incomplete. It is important to note that some of these clauses would not be applicable where an employee has committed a serious misconduct whilst in employment (e.g. severance pay).
- ❖ To conclude, the contract must be signed by both parties and should be dated. Two authentic copies should be made, one for each party (Gulamali, 2011).

Employment Contract Administration

Contract administration involves the implementation and enforcement of labour terms and conditions as well as the collective bargaining agreement and execution of the contract process. It is working to prevent conflict between labour and management by adhering to the employment and labour terms and condition as specified by the law which is the key to successful administration (Armstrong, 2012). Proper administration of contracts is essential for every relationship with any person

or organization, internal or external, with which you enter a legal agreement.

Hiring employees, for example, constitutes a contract, because you are agreeing to pay that employee a certain wage in exchange for her labour. Likewise, selling goods or services to customers constitutes a contractual agreement, because the customer is agreeing to pay you a set price in return for the product. If one of the contracting parties fails to perform her duties, the other party has the right to sue for breach of contract; in industrial relations, this entails the effective implementation and enforcement of the employment terms and conditions to ensure that both labour and management fulfil their respective obligations (Onwe, 2014).

Theoretical Framework

The study is anchored on Pluralist Labour Relations theory which traces back to Sidney and Beatrice Webb (England) and John. Commons (USA). This school of thought is of the belief that an organisation is a complex social construction made up of various interest groups of which employees and management constitute two of such groups and because of the very nature of the organisation system, they are seen as invariably subscribing to different values and objectives. The researcher decided to apply Pluralist Labour relation theory because from the above frame of reference, it is assumed there will be different source of authority within the organisation and the potential for conflict between them will always exist over the organisation of work task and allocation of reward, just like what we have in FMCs Umuahia and Owerri

where the employees through their various union is 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. Those who hold this perspective, according to Hadson (2011), tend to view conflict as necessary for the healthy development of the organization as it helps to bring the grievances held by workers to the surface.

Basically, it is also argued that the potential for conflict provides a spur to management to explore innovative method of handling such conflict in a way that it will produce the best results. This scenario most times ends up setting a more proactive and improved means and standards as regards to 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 imbibe more proactive and innovative measure in handling labour issues in the organization

Methodology

The study adopted survey research design in which structured questionnaire were used to elicit information from the target respondents who are employees of Federal Medical centre Umuahia and Federal Medical Centre Owerri. The targeted population of this research consist of the entire workforce of the selected Federal Medical Centres in South East, Nigeria. According the personnel department of the two organisations, 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 both primary and secondary sources of data. The study employed Stratified random sampling and this entails dividing the population into two strata that is management staff, and non-management staff most of whom are trade union leaders of different unions in Federal Medical Centres Umuahia and Owerri.

In addition simple random sampling techniques was used to sample the population in each stratum to select the final respondents and this gives the respondents in the population equal chance of being selected. Boyley's proportional technique was adopted for sampling proportional ratio of the respondents as stated below: FMC, Umuahia= 177 respondents including both management and non-management, FMC Owerri = 179 respondents including both management and non-management. The data collected for the study were analysed using simple descriptive

statistics (namely simple percentage), and presented in tables. The study hypotheses were tested using simple regression model. The statistical package for social sciences (SPSS) version 2.0 was used for the analysis.

Results and Discussions

Questionnaire distribution as explained in Table 1 revealed that, three hundred and fifty-six (356) copies of questionnaire were administered to employees of Federal Medical Centre (FMC) in Owerri and Umuahia to comment on how labour management relation affect organizational performance. From 356 administered copies, 345 copies were properly filled and returned to the respondents, signifying that 11 copies of the questionnaire were not retrieved. Hence, 345 respondents became the valid sample size of the study, since it is disreputable and highly outlawed for researchers to manipulate data for a particular research in order to avoid uncertain and unreliable results. Thus, 96.9% (345) copies of the administered questionnaire was retrieved and confirmed.

Table 1: Questionnaire Administration

Locations	No. of copies administered	%	No. of copies returned	%	No. not returned	%
FMC Umuahia	177	49.7	171	48.0	6	1.7
FMC Owerri	179	50.3	174	48.9	5	1.4
Total	356	100	345	96.9	11	3.1

Source: Field Survey, 2023

Demographic Characteristics of the Respondents

The distributions of respondents according to demographic characteristics are presented in Table 2. The result findings

showed that majority of the respondents 54.5% were females as against 45.5% of the respondents who were male. Literally, most of the medical personnel in southeast part of Nigeria are dominated by women, while men mostly

venture into entrepreneurship activities. This is because most men have the capacity to withstand business risk and fluctuations more than the female counterpart. 73.6% of the respondents were duly married as against 20.6% of the respondents who are single. However, 5.8% of the respondents were divorced. The result agrees with apriori expectation because most of the populace in the south eastern part of Nigeria gets married within the age of 25 – 40 years. 60.3% of the respondents are certified B.Sc/HND certificate holders; followed by 23.5% of the respondents who are OND/NCE certificate holders.

More so, 13.6% of the respondents have acquired M.Sc/MBA certificate and 2.6% of the respondents are doctorate degree holders. None of the respondents had WASSCE/NECO or FSLC as highest level of education. High level of education attainment are recorded among the respondents, this conforms to apriori expectations, because one of the criteria put-in-place for personnel employment in the medical sector is 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 who were 25 – 30years of age, and 21 - 25years respectively.

Table 2: 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, age distribution is classified into four major age groups. These are, the youthful dynamic age group, which is made up of those within ages 20 to 30 years, the active productive working class which consists of those within 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 (Oni, 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 pertaining to labour relations management and organizational performance in the study area. 45.0% of the respondents have been working in FMC within 5 – 8years. This was followed by 24.9% and 18.8% of the respondents who have within 9 –

12years and above 12years of working experience respectively. More so, only 11.3% of the respondents have below 5 years as working experience. From the result, more than 90% of the respondents have above 5years of working experience with FMC.

Data Presentation

Effect of managerial communication on productivity of FMC

Table 3: Effect of managerial communication on productivity of FMC

	Statements	SA	A	U	D	SD	Total	\bar{X}
1.	Effective communication influences employees commitment and organizational productivity	96 27.8%	193 55.9%	52 15.1%	4 1.2%	- -	345 100	4.10
2.	It encourages efficiency and effectiveness in the workplace	160 46.4%	138 40.0%	40 11.6%	7 2.0%	- -	345 100	4.42
3.	It promotes better integration and corporation between supervisors and subordinates which enhances effectiveness	192 55.7%	99 28.7%	29 8.4%	15 4.3%	10 2.9%	345 100	4.29
4.	Effective communication helps in building stronger work relationship and more innovative team in the organization	213 61.8%	109 31.6%	11 3.1%	12 3.5%	- -	345 100	4.51
5.	It helps in reducing workplace dissatisfaction thereby increasing productivity	155 44.9%	113 32.8%	57 16.5%	12 3.5%	8 2.3%	345 100	4.14
6.	It clears confusion, misunderstanding and delay in administration which enhances performance	251 72.8%	89 25.8%	- -	5 1.4%	- -	345 100	4.69
7.	It promotes greater interaction and coordination among workers which leads to increase in productivity	186 53.9%	101 29.3%	40 11.6%	16 4.6%	2 0.6%	345 100	4.31
8.	It encourages effective collaboration between labour and management in the organization	86 24.9%	158 45.8%	25 7.2%	58 16.8%	18 5.2%	345 100	3.68

Source: Field Survey, 2023

Decision rule: mean > 3.0 adopted, mean < 3.0 rejected.

Effect of managerial communication on productivity of Federal Medical Centre in Owerri and Umuahia were analysed in Table 3. As recorded in the Table, 72.8% of the respondents strongly agreed that managerial communication clears confusion, misunderstanding and delay in administration which enhances

performance. Supported by 61.8% of the respondents who agreed that, effective communication helps in building stronger work relationship and more innovative team in the organization. More so, 55.7% of the respondents also strongly agreed that, managerial communication promotes better integration and corporation between supervisors and subordinates

which enhances effectiveness. 53.8% of the respondents strongly agreed that managerial communication promotes greater interaction and coordination among workers which leads to increase in productivity. 46.4% and 44.9% of the respondents strongly agreed that managerial communication encourages efficiency and effectiveness in the workplace; and it helps in reducing workplace dissatisfaction thereby increasing productivity respectively. 55.9% and 45.8% 46.4% of the respondents' strongly effective communication influences employees' commitment and organizational

productivity and it encourages effective collaboration between labour and management in the organization. Against the backdrop, 16.8% of the respondents disagreed that managerial communication encourages effective collaboration between labour and management in the organization. The mean value of the items showed that all the mean value (4.10, 4.42, 4.29, 4.51, 4.14, 4.69, 4.31 and 3.68) above 3.0 decision rule, implying that managerial communication significantly affect productivity of Federal Medical Centre in Owerri and Umuahia.

Effect of contract administration on labour turnover of FMC

Table 4: Effect of contract administration on labour turnover of FMC

Statements	SA	A	U	D	SD	Total	\bar{x}
1. Effective contract administration and management has a greater potential to attract and retain valuable workers	207 60.0%	123 35.7%	15 4.3%	- -	- -	345 100	4.55
2. It encourages harmonious relationship between labour and management in the organization and this in-turn enhances productivity	211 61.2%	120 34.8%	8 2.3%	6 17%	- -	345 100	4.55
3. Good contract administration builds trust and enhances employee loyalty in the organization	120 34.8%	183 53.0%	22 3.5%	15 4.3%	5 1.4%	345 100	4.15
4. Effective contract administration reduces dissatisfaction and disputes in the organization by ensuring that principles of ethical code of conduct are always observed	244 70.7%	91 26.4%	7 2.0%	3 0.9%	- -	345 100	4.66
5. It permits continuous workflow in the organization	62 18.0%	55 15.9%	100 29.0%	90 26.1%	38 11.0%	345 100	3.03
6. It encourages justice and fairness by ensuring adherence to employment terms and conditions for optimum performance	125 26.3%	166 48.0%	50 14.5%	4 1.2%	- -	345 100	4.19
7. It promotes the corporate image of an organization and helps in attracting and retaining formidable workforce in the organization	108 31.3%	171 49.6%	57 16.5%	9 2.6%	- -	345 100	4.00

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

The effect of contract administration on labour turnover of Federal Medical Centre in Owerri and Umuahia were analysed in Table 4. As

recorded in the Table, 70.7% of the respondents strongly agreed that effective contract administration reduces dissatisfaction and disputes in the organization by ensuring that principles

of ethical code of conduct are always observed. Supported by 61.2% of the respondents who agreed that, contract administration encourages harmonious relationship between labour and management in the organization and this in-turn enhances productivity.

More so, 60.0% of the respondents also strongly agreed that, effective contract administration and management has a greater potential to attract and retain valuable workers. 53.0% of the respondents agreed that good contract administration builds trust and enhances employee loyalty in

the organization. 49.6% and 48.0% of the respondents strongly agreed that contract administration promotes the corporate image of an organization and helps in attracting and retaining formidable workforce in the organization; and it encourages justice and fairness by ensuring adherence to employment terms and conditions for optimum performance. The mean value of the items showed that all the mean value (4.55, 4.55, 4.15, 4.66, 3.03, 4.19 and 4.00) above 3.0 decision rule, implying that contract administration affect labour turnover of Federal Medical Centres in Owerri and Umuahia

Test of hypothesis 1

H₀₁: Managerial communication has no significant effect on effectiveness of FMCs

Table 5: Simple linear regression analysis result of effect of managerial communication on effectiveness of FMCs

Variables	Parameters	Coefficient	Std error	Tcal – value
Constant	β_0	-1.314	0.270	-4.860***
Managerial communication (X_1)	β_1	0.934	0.053	17.735***
R-Square (R^2)		0.478		
Adjusted R – Square (R^2)		0.477		
F – Statistics		314.524		
F – Probability		0.000		
Durbin-Watson stat		1.903		

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

Source: Field Survey, 2023 (SPSS Version 20)

Result in Table 5 revealed that the coefficient of managerial communication (X_1) was statistically significant at 1 percent probability level with a positive sign, implying that a unit increase in managerial communication leads to increase in effectiveness of FMCs by 0.934 unit. Statistically, t-calculated value of 17.735 was observed and t-tabulated value of 1.968 at 0.05 (95% degree of freedom). Since the calculated value is greater than tabulated

value in absolute terms, the researcher rejected the null hypothesis in favour of alternative hypothesis, thus managerial communication has significant effect on effectiveness of FMCs.

The (R^2) coefficient of multiple determination was 0.478, implying that, 47.8% changes in dependent variable was elucidated by changes in the independent variable, while 52.2% were unexplained by the stochastic variables not captured in the model. This implies

that, the independent variables (managerial communication) were able to explain 47.8 percent disparities in dependent variable (effectiveness of FMCs), while 52.2 percent was explained by the stochastic variable. The R^2 adjusted value of 47.7% was observed indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 5% probability level. The Durbin-Watson stat value was 1.903 which is close to 2.5, implying that there is no

evidence of autocorrelation. F-stat value of 314.524 with F-prob. value of 0.000 against 1.968 t-table value and 0.05 was observed from the regression result, indicating high goodness of fit of the regression model adopted in this study which is statistically significant at 5% probability level. Thus, the researcher rejected the null hypothesis in favour of alternative hypothesis, which states managerial communication has significant effect on effectiveness of FMCs.

Test of Hypothesis 2

H₀₂: Contract administration has no significant effect on labour turnover in FMCs

Table 6: Simple linear regression analysis result on effect of contract administration on labour turnover in FMCs

Variable	Parameters	Coefficient	Std error	T-cal value
Constant	β_0	2.353	0.314	7.503***
Contract administration (X_1)	β_1	-0.585	0.059	-9.864***
R-Square (R^2)		0.221		
Adjusted R – Square (R^2)		0.219		
F – Statistics		97.305		
F – Probability		0.000		
Durbin-Watson stat		1.992		

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

Dependent Variable: labour turnover,

Predictors: (Constant), contract administration

Source: Field Survey, 2023 (SPSS Version 20)

Table 6 shows the result of simple linear regression analysis on effect of contract administration on labour turnover in FMCs. From the result, the coefficient of contract administration (X_1) was statistically significant and negatively related to labour turnover in FMCs at 1% probability level. Implying that, variation in contract administration process, holding other variables constant, will lead to decrease in labour turnover in FMCs by -0.585 unit. Hence, labour turnover in FMCs is a decreasing function of contract administration. Statistically, t-calculated value of -9.864 was observed and t-tabulated value of 1.968 at 0.05 (95%

degree of freedom). Since the calculated value is greater than tabulated value in absolute terms, the researcher rejected the null hypothesis in favour of alternative hypothesis, thus contract administration has negative and significant effect on labour turnover in FMCs.

The coefficient of multiple determination (R^2) was 0.221, which implies that 22.1% changes in the dependent variable was explained by changes in the independent variable, while 77.9% was unexplained by the stochastic terms in the model. Thus, the independent variable (contract

administration) can only explain 22.1 percent of changes in labour turnover in FMCs, leaving 77.9% was unexplained. The R^2 adjusted was 21.9% indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 5% probability level. The Durbin-Watson statistical value of 1.992 was observed which is within 1.8 to 2.5, implying that there is no evidence of autocorrelation. More so, the f-statistical (calculated) value of 97.305 which is greater than 1.968 t-table value; and f-probability value of 0.000 was observed from the analysis which is less than 0.0p5 (95% of freedom), indicating that estimated regression model adopted in this study is statistically significant at 5% level. With this, the researcher rejected the null hypotheses and accept alternative hypothesis hence, contract administration has significant and negative effect on labour turnover in FMCs.

Discussion of Findings

Test of hypothesis 1 result revealed that, the coefficient of managerial communication (X_1) was statistically significant at 1 percent probability level with a positive sign, implying that a unit increase in managerial communication leads to increase in effectiveness of FMCs by 0.934 unit. Statistically, t-calculated value of 17.735 was observed and t-tabulated value of 1.968 at 0.05 (95% degree of freedom). Since the calculated value is greater than tabulated value in absolute terms, the researcher rejected the null hypothesis in favour of alternative hypothesis, thus managerial communication has significant effect on effectiveness of FMCs. This result was

backed up by the findings of Vinazor (2020) who examined the impact of effective communication on organisational. The result of the multiple regression analysis showed that there is a significant relationship between dependent variable (organizational success and failure) and independent variable (managerial communication flow). The findings of the study showed that information flow significantly affect organizational success and failure.

The result of simple linear regression analysis on effect of contract administration on labour turnover in FMCs. From the result, the coefficient of contract administration (X_1) was statistically significant and negatively related to labour turnover in FMCs at 1% probability level. Implying that, increase contract administration, holding other variables constant, will lead to decrease in labour turnover in FMCs by -0.585 unit. Hence, labour turnover in FMCs is a decreasing function of contract administration. Statistically, t-calculated value of -9.864 was observed and t-tabulated value of 1.968 at 0.05 (95% degree of freedom). Since the calculated value is greater than tabulated value in absolute terms, the researcher rejected the null hypothesis in favour of alternative hypothesis, thus contract administration has negative and significant effect on labour turnover in FMCs. The result agreed with the findings of Kamaruzzman *et al*, (2019) who conducted a study on relationship between contract administration and performance, the result revealed that, contract management significantly affect performance of the Nigerian construction industry.

Conclusion

Admittedly, communication is the only way information's can be effectively transmitted, good communication if maintained will reduce misinterpretation and increase the speed with which work is performed. The study concluded that at 1 % level (Sig < .01) managerial communication has positive and significant effect on effectiveness of FMC implying that a unit increase in managerial communication, holding other variables constant will increase effectiveness (service delivery) in FMCs and lastly at 1 % level of significance, contract administration has significant and negative effect on labour turnover in FMCs implying that a unit increase in contract administration while holding other variables constant will reduce labour turn over in FMCs.

Recommendations

Based on the findings of this study, the following recommendations were made:

- both the management and employees should understand that they both play an important role in the organization, they should see each other as indispensable in the actualization of the organizational goals and objectives, and this can be achieved by seeing and treating the organization as a system
- Motivation and communication are vital factors that affect performance, efforts should be made to meet up with the yearnings of the employees by introducing a motivational package that will suit and satisfy their needs, and this will

go a long way in reducing the constant brain drain we are witnessing presently in Nigerian health sector.

- Effective employment contract administration policies should be seen as a panacea to industrial peace and improved organisational performance and this entails the enforcement, implementation and adherence to the employment terms and conditions by ensuring that both labour and management fulfils their own part of the obligation as stipulated by the law.

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