

**INDUSTRIAL RELATIONS PRACTICES AND LABOUR TURNOVER
IN FEDERAL MEDICAL CENTRES (FMCs) IN OWO**

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ABSTRACT

This study examined the effect of industrial relations practices on labour turnover in Federal Medical Centres (FMCs) in Nigeria. Using a descriptive research design, data were collected from 427 staff across three FMCs through self-administered questionnaires and interviews. Descriptive statistics summarized demographic characteristics, while multiple regression analysis assessed the influence of industrial relations practices on labour turnover. Results indicate that organizational culture, collective bargaining, employee disengagement, and employment practices significantly contribute to labour turnover, with collective bargaining emerging as the strongest predictor ($\beta = 0.267$). Effective communication, although positively related to turnover, was not statistically significant. Findings suggest that current industrial relations mechanisms, intended to enhance workforce stability, may inadvertently fuel dissatisfaction and attrition. The study recommends reforming collective bargaining processes, improving employment practices, and strengthening two-way communication systems to foster fair, transparent, and inclusive industrial relations that promote retention.

Keywords: Turnover, Organizational Culture, Disengagement, Employment Practices, Industrial relation

1.0 INTRODUCTION

The dynamics of industrial relations within healthcare institutions, particularly Federal Medical Centres, Southwest Nigeria, represent a critical area of inquiry given their implications for

organisational effectiveness and labour stability. Industrial relations constitute the complex interplay among the trio, that is, the government, the employers and the employees with their representatives, which include trade unions, aimed at managing workplace relations and conflict resolution. The quality of industrial relations is pivotal to organizational performance and labour market stability (Visser, 2009). Visser's examination of European industrial relations undermine the value of cooperative and participatory leadership styles in fostering favourable employees and employer relationships, which consequently reduce labour turnover and enhance organisational commitment. Similarly, Hill (2009) highlights the challenges faced by developing economies like India in balancing global economic pressures with effective industrial relations, noting that leadership adaptability and union engagement are crucial in navigating these dynamics. These insights are transferable to the Nigerian context, where Federal Medical Centres operate within a complex social, economic and political environment that shapes industrial relations practices.

Labour turnover is defined as the rate at which employees leave an organization and are replaced, has been extensively studied across industries because of its impact on organisational productivity, costs, and service quality. Many empirical studies have linked leadership styles to labour turnover rates, suggesting that leadership behaviour can either mitigate or exacerbate employee attrition. Labour turnover in the Nigerian public health sector, especially in Federal Medical Centres (FMCs) across Southwest Nigeria, has reached an alarming rate, posing serious implications for healthcare delivery, employee performance, institutional stability and overall organisational performance. Despite various institutional reforms and capacity building initiatives, the sector continues to grapple with systemic inefficiencies that are deeply rooted in the nature of industrial relations practices. These issues have not only created a volatile work environment but have also discouraged retention of skilled healthcare professionals, particularly among healthcare professionals. This situation is particularly disturbing as several questions have been raised: to what extent have industrial relations practices influenced labour turnover in Federal Medical Centres, Southwest, Nigeria? What is the differential effect of industrial relation practices on labour turnover rate among FMC's in south west Nigeria? Consequently, the general objective of this study is to investigate the relationship between industrial relations practices and labour turnover in Federal Medical Centres, southwest Nigeria. Specifically, the study will attempt to examine the influence of industrial relations practices on labour turnover in Federal Medical Centres, Southwest, Nigeria. It is expected that this research, by focusing on Federal Medical Centres Southwest Nigeria, offers localized evidence that can inform the development of culturally sensitive and contextually relevant industrial relations strategies. Following this introductory part, the remaining part of the study divided into four sections. Section 2 focused on literature review while Section three was devoted to methodology. Data presentation and analysis is the major focus of Section four while Section five deals with the conclusion and policy recommendations.

2.0 LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Labour Turnover

Labour turnover, often conceptualized as the rate at which employees leave an organisation and are replaced by new personnel, represents a critical indicator of workforce stability and organisational health (Chen et al., 2020; Griffith, Ndugga, & Pizer, 2020). In the context of Federal Medical Centres Southwest Nigeria, understanding labour turnover is particularly pivotal given the specialized nature of medical work and the pressing demand for continuous, high-quality healthcare delivery. Labour turnover encompasses both voluntary separations, such as resignations prompted by dissatisfaction or better opportunities, and involuntary separations, including dismissals or layoffs. It is widely acknowledged in organisational and industrial relations literature that high labour turnover can disrupt operational continuity, degrade service quality, and escalate training and recruitment costs, ultimately impeding the efficiency of healthcare institutions (Colenda, Applegate, Reifler, & Blazer, 2020; Paul-Emile et al., 2020).

2.1.2 Industrial Relations

According to Oladele (2021) Industrial relations is typically defined as the study of various aspects of job regulations with a consequent attendant focus on the rules guiding the employment relationship. However, some people might consider this too restrictive particularly it's implicit tones of stability, regularity, mutual understanding between parties. While Dafe and Morakinyo (1987) defined industrial relations as the relationships that exists between the employees and the employers in an organisation. The Encyclopaedia Britannica London explain industrial relations as the relations of the government with employers, employees, and the organisations. It covers such areas as industrial relations and joint consultation between employers and employees at their work place, collective relations between employers and their organisations and trade union; and the role played by the state in regulating these relations.

2.1.2.1 Organisational Culture

Culture is the way things are done around here (Dafe, 2000), it can also be said to be the total way of life. Culture is the glue that holds an organization together (Oladele, 2023). It encompasses the shared norms, values, behaviours observed in schools, universities, not-for-profit groups, government agencies, and businesses reflecting their core values and strategic direction. It includes business culture, corporate culture and company culture. The term corporate culture emerged in the late 1980s and early 1990s. It was used by managers, sociologists, and organizational theorists in the 1980s.

2.1.2.2 Collective Bargaining

Collective bargaining is a decision-making process between parties representing employer and employee interests, whose purpose is the negotiation and continuous application of an agreed set of rules to the process (Igbokwe, 2024). Hence, it can be regarded not only as a mechanism for setting wages and other terms of employment, but also more generally as a means of regulating labour management relations. In many industrialised market economies, collective bargaining becomes so firmly established that it has often been regarded as virtually synonymous with the prevailing system of industrial relations. Okafor and Ezeani, (2019) however, claims that in recent years, along with some decline in the number of employees

covered by collective agreements, there is a subtle weakening of the collective bargaining process.

2.1.2.3 Employment Practices

Employment practices refer to the policies, procedures, and actions used by organizations to manage their workforce (Oladele, 2021), these practices encompass hiring, training, performance management, compensation, and employee relations. An employment practice is a term referring to the patterns that may be observed in a company's hiring and workplace conditions. Some of these issues, such as sexual harassment, discrimination and unfair wages, can become serious liabilities if they are not treated carefully. Many local, state and federal mandates define acceptable and unacceptable employment practices. The United States Equal Employment Opportunity Commission, or EEOC, regulates businesses in accordance with these laws, offers compliance assistance and investigates instances of reported violations.

2.1.2.4 Employee Disengagement

Employee Disengagement is a growing concern in the modern workplace, with significant implications for employee well-being, productivity, and organizational performance. This literature review aims to provide an overview of the current state of knowledge on disengagement, including its definition, causes, consequences, and strategies for mitigation. Disengagement has been defined as a psychological state characterized by a lack of emotional, cognitive, and behavioural investment in work (Oladele, 2021). Disengagement is a complex and multifaceted issue that requires a comprehensive and nuanced approach. Disengagement is a state of being disconnected, detached, or withdrawn from work, organization, or social relationships (Eisenberger et al., 2020).

2.1.2.5 Effective Communication

The human resource manager spends ninety percent of his time at work communicating. This cannot be far from the truth because the entire human resource management functions require either verbal or written communication. From the recruitment process to selection, placement and induction, the human resource manager keeps communicating. Interestingly, when the employee resumes, he needs to be trained, evaluated and promoted. Oladele (2021) modified communication definition as a process that involves the transmission of a message from a sender to the receiver. According to a 2021 report by McKinsey, companies with 50% effective communication practices are more likely to have lower employee turnover rates, which is a crucial factor in high stress environment like Federal Medical Centres.

2.2 Theoretical Review

2.2.1 The Unitarist and Pluralist Theory of Industrial Relations

The theoretical frameworks of unitarism, pluralism, and radicalism offer critical lenses for understanding the dynamics of industrial relations within organizations, particularly in complex settings such as Federal Medical Centres in Southwest Nigeria. Unitarist theory as an approach that sees an organisation as a cohesive and peaceful coexistence in which all employees have the same objectives and passions for the system. This theory was propounded

by British sociologist Alan Fox in 1966, in his book titled *Industrial Sociology: An Introduction*. It shows how important cooperation and teamwork are between management and staff to achieve organizational goals. According to the thought, disagreements are transient and respond to resolution through effective communication and negotiation, and there is only one source of power in the organisation. The unitarist perspective views the organization as an integrated and harmonious entity, where the leadership and employees share common goals and values.

The pluralist perspective acknowledges the existence of multiple stakeholders within the organization, each with distinct interests and legitimate claims. In Federal Medical Centres, trade unions represent a significant voice advocating for employees' welfare, working conditions, and professional autonomy. On the pluralist theory, the key proponents of pluralist theory include David Truman, Robert Dahl and Anika Fiebich, they are prominent figures in the power political pluralism school which was influential in United State political science from the 1950's to 1970's. A sociological approach known as Pluralist, the theory views society as consisting of several contemporaries' interest groups, each with its values, objectives, and targeted goals.

2.3 Empirical Review

Ibe and Maduka (2024) examined collective bargaining and its role in labour relations in Nigeria. This paper argued and demonstrated that collective bargaining is a veritable instrument for achieving industrial peace but the lack of industrial peace in Nigeria is due to the standoffish attitude of employers and the government to sincerely negotiate and implement concluded agreements. However, the paper's argument appears overly one-sided as it places the blame solely on employers and government without sufficiently considering the role of labour unions or structural economic constraints that may hinder negotiation outcomes. The paper recommends that if industrial harmony must be achieved in Nigeria, then employers, including the government must take collective bargaining, the negotiation and implementation of agreement very seriously.

Ezekiel et al (2024) investigated the impact of collective bargaining on the welfare of academic staff of six selected federal universities Southwest Nigeria. The results indicated a significant negative impact of collective bargaining on academic staff welfare ($\beta=-0.494$, $p<0.05$). Contrary to its purpose, collective bargaining has not adequately addressed welfare issues, potentially worsening existing challenges faced by academic staff in the studied universities.

Okafor et al. (2023) investigated the Relationship between Employee Relations and Academic Staff performance at Enugu State University of Science and Technology. It aimed to determine the impact of regular payment of salary on staff attendance and the relationship between research grants and research output. The study concluded that effective employee relations positively influenced academic staff performance through regular payment of salary and the provision of research grants. Chibugo and Emeka (2020) examined the impact conflict resolution and management strategies on organisational performance of Federal Polytechnics in Southeast, Nigeria, as well as the relationship between the institutions' trade unions and organizational performance. It found that conflict is natural in a complicated organizations like academic institutions and to effectively resolving and managing conflicts within these

institutions requires expertise in administration, communication, staff-related issues, and financial management. In addition, Cronley and Kim (2017) indicated mediation relationship and showed that lower mean organisational culture scores were significantly associated with lower job satisfaction, and thus, higher intentions to turnover. Additionally, office location moderated the indirect effect of organisational culture on intentions to turnover through job satisfaction. Officers reported higher levels of job satisfaction compared to those with a non-official rank.

Rindi et al (2025) examined the effect of organizational culture and work environment on turnover intention through organizational commitment. This study examined the effect of independent variables, namely organizational culture and work environment on the dependent variable, namely turnover intention and organizational commitment as a mediating variable. The results showed that organizational culture has an insignificant negative effect on organizational commitment, but a significant positive effect on turnover intention. This outcome contradicts much of the existing literature suggesting that positive organizational culture typically strengthens commitment and reduces turnover intention; the study could have benefitted from a deeper theoretical discussion explaining this anomaly.

Igbokwe (2024) determined the effect of collective bargaining as a catalyst to industrial harmony in Nigeria's Public Service. South East Public Service in perspective. The result of the hypotheses test showed that; state governments poor response to public servant's grievances fuelled industrial disharmony and that their non-adherence to collective bargaining agreements disrupted industrial peace in South East public service between 2010 and 2022.

Agabe (2022) examined the relationship between collective bargaining and employee intention to stay in Breweries Companies Port Harcourt. The study concluded that collective bargaining addresses working conditions, terms of employment and relations between employers and workers. In another study, Urhode (2018) explored the relationship between employees' turnover and organizational performance in the Nigerian Banking Sub-Sector. The data obtained were analysed via descriptive (simple percentage, mean and standard deviation) and inferential statistics (multiple regression) and findings indicated that employee labour turnover determinants of the study significantly affect the performance of the Nigerian banking subsector. More importantly, it was revealed that employee labour turnover determinants of retrenchment, poor salary structure and job insecurity negatively affect organizational performance of banks in Nigeria.

Beatrice et al (2022) investigated the relationship between organizational culture orientations and employee turnover rate among Star Rated Hotels in Nairobi County. The findings showed that 75.7% changes in employee turnover rate are attributed to organizational culture orientations investigated by the study ($R^2 = 0.757$). Findings also showed that stability orientation ($\beta = 0.473$), and innovative orientation ($\beta = 0.484$) are all significant predictors $\{F(1, 183) = 278.617, P < 0.05\}$ of employee turnover rate among the hotels. It is concluded that stability orientation culture and innovative orientation culture are critical organizational strategies for managing employee turnover. However, the study's heavy reliance on quantitative data without complementary qualitative insights limits understanding of how these cultural orientations practically influence turnover behaviour. The study recommends that organizational strategies should be improved on, for the purpose of managing employee

turnover. Further research needs to be done on effects of ethical environment and corporate governance on employee turnover rate.

3.0 METHODOLOGY

3.1 Research Design

This study adopted the descriptive research design to investigate the relationship between industrial relations and labour turnover in Federal Medical Centres, Southwest Nigeria. Descriptive research design provided an accurate description of an individual, situation and group.

3.2 Area of Study

The area of the study covered Southwest Nigeria, comprises of six states, namely: Ondo State, Ogun State, Lagos State, Ekiti State, Osun State and Oyo State, Southwest Nigeria is an area of about 191,843 square kilometres and lies between longitude 30 degree and 7-degree East and latitude 4 degree and 9-degree North (Oni & Odekunle, 2016). The region has the population of over 50 million people, more than 22% of the total population of the country (Wikipedia 2025), and they are predominantly farmers specializing in the production of Cocoa, Maize, Cassava and so on. Southwest Nigeria has presently three Federal Medical Centres namely: Federal Medical Centre, Owo, Ondo State, Federal Medical Centre, Abeokuta, Ogun State and Federal Medical Centre Ebute Metta, Lagos State. The centres were established to render health care services, and provide training and research necessary in the health sector.

3.2 Population of the Study

The entire staff of Federal Medical Centre Owo, Ondo State constituted the population of the study. The total staff strength of Federal Medical Centre Owo, Ondo State is 1,738.

TABLE 1 Populations and Sample Sizes of clinical and non-clinical staff of each category of Staff, Federal Medical Centres Southwest Nigeria.

FEDERAL MEDICAL CENTRES SOUTHWEST, NIGERIA	CATEGORIES OF STAFF	POPULATION	SAMPLE ALLOCATION
Federal Medical Centre Owo, Ondo State	Clinical Staff	996	59
	Non-Clinical Staff	742	44
	TOTAL	1738	362

Source: Author's computation 2025

The total sample size for the Federal Medical Centres, Southwest Nigeria was Three Hundred and Sixty-Two (362). To be able to ensure the reliability of the study and accommodate nonresponses and inconsistencies of some respondents, 18% of the initial total sample size (362) was added to the initial sample size that made up the new sample size. $18\% \text{ of } 362 = 65$
 $362 + 65 = 427$

The new total sample size upon which the questionnaires were administered is 427.

3.3 Research Instrument

The researcher employed the use of self-administered questionnaire and personal interview as the instruments for collecting data from the sample population of employees of Federal Medical Centres, South West Nigeria. These two instruments were used to enable the researcher to get clarification for some of the responses that were obtained from the respondents.

3.4 Method of Data Analysis

Descriptive statistics in form of percentages and frequency tables were used to present the data that was generated from the respondents. Multiple regression analysis was also employed to identify the extent to which industrial relations practices (such as, organisational culture, collective bargaining, employee disengagement, employment practices, effective communication) influence the rate of labour turnover.

3.5 Model of Specification

The study adapted the model of Oyango, Obonyo and Chepngetich (2022). According to them, employee's turnover is a function of innovation orientation culture and stability orientation culture. The functional form of their model is given as:

$$Y_0 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (3.1)$$

Where:

Y_0 = Employee turnover

X_1 = Innovation orientation culture

X_2 = Stability orientation culture

However, in line with the objectives proposed in this research, the present study modified equation (3.1) by using organisational culture, communication, employee practices, disengagement and collective bargaining as independent variables. Hence:

$$LT = f(OC, CM, EP, EDIS, CB) \quad (3.2)$$

The linear stochastic form of equation (3.2) is given as:

$$LT = \beta_0 + \beta_1 OC + \beta_2 CM + \beta_3 EP + \beta_4 EDIS + \beta_5 CB + \epsilon_t \quad (3.3)$$

Where:

LT = Labour turnover

OC = Organisational culture

CM = Communication

EP = Employment practices

EDIS = Employee Disengagement

CB = Collective bargaining

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Descriptive Analysis

The descriptive analysis table captured the socio-demographic characteristics of the respondents.

4.1.1 Respondents 'Descriptive Statistics

Table 2: Demographic Characteristics of the Respondents

Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	246	61.2	61.2	61.2
	Female	156	38.8	38.8	100.0
	Total	402	100.0	100.0	
Marital Status	Single	179	44.5	44.5	44.5
	Married	199	49.5	49.5	94.0
	Divorced	14	3.5	3.5	97.5
	Widowed	10	2.5	2.5	100.0
	Total	402	100.0	100.0	
Educational Qualification	SSCE	19	4.7	4.7	4.7
	ND/NCE	54	13.4	13.4	18.2
	HND/B.Sc.	130	32.3	32.3	50.5
	B.Pharm.	47	11.7	11.7	62.2
	M.Sc./MBA	60	14.9	14.9	77.1
	MBBS	81	20.1	20.1	97.3
	Ph.D.	11	2.7	2.7	100.0
Total	402	100.0	100.0		
Work Experience	Less than 1 year	51	12.7	12.7	12.7
	1–10 years	105	26.1	26.1	38.8
	11–20 years	114	28.4	28.4	67.2
	21–30 years	98	24.4	24.4	91.5
	31 years & above	34	8.5	8.5	100.0
Total	402	100.0	100.0		
Job Status	Permanent	307	76.4	76.4	76.4
	Housemanship	62	15.4	15.4	91.8

	Temporary	33	8.2	8.2	100.0
	Total	402	100.0	100.0	

Source: Survey, 2025

The demographic characteristics of the respondents in Table 4.1 show crucial information on the demographic composition of the sample. For instance, the gender distribution shows that males constitute the majority, representing 61.2% of the sample, while females account for 38.8%. This indicates a gender imbalance in favour of males, which may have implications for the perspectives and experiences reflected in the responses.

In terms of educational qualifications, the respondents are highly educated. A substantial proportion hold professional and advanced degrees: MBBS holders account for 20.1%, HND/B.Sc. holders 32.3%, and postgraduate qualifications (M.Sc./MBA and Ph.D.) together constitute 17.6%. Notably, 11.7% possess a Bachelor of Pharmacy (B.Pharm.), further indicating the professional orientation of the sample. In contrast, only a small fraction (4.7%) attained education at the secondary school level (SSCE). This distribution suggests a highly skilled and intellectually capable population, with strong representation from medical and health related professions.

The analysis of work experience reveals that the majority of respondents have substantial professional exposure. Over half (52.8%) have between 11 and 30 years of work experience, with 28.4% in the 11–20 years range and 24.4% in the 21–30 years bracket. Those with less than 1 year (12.7%) and 1–10 years (26.1%) of experience make up a smaller share, while only 8.5% have more than 31 years of work experience. This distribution highlights a workforce dominated by mid-career professionals with considerable practical expertise.

Regarding job status, the majority (76.4%) are permanent staff, suggesting job security and organizational stability within the sample. House officers (15.4%) and temporary staff (8.2%) constitute smaller proportion and this indicates a minority presence of early-career or contract-based workers.

Table 3: Multiple Regression Analysis showing the influence of Industrial Relation Practices on Labour Turnover

Dependent Variable: Labour Turnover

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		β	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.527	.142		3.707	.000	.248	.806
	Organisational Culture	.169	.052	.170	3.259	.001	.067	.271
	Collective Bargaining	.267	.063	.266	4.208	.000	.142	.392
	Effective Communication	.090	.054	.089	1.654	.099	-.017	.197
	Employee Disengagement	.162	.053	.160	3.070	.002	.058	.265
	Employment Practices	.147	.055	.145	2.682	.008	.039	.254

R –Square; 0.713, Adjusted R Sq; 0.509, F Stat; 81.983, Prob. F Stat; 0.00, Durbin Watson; 2.881

Source: Survey, 2025

The result of the multiple regression analysis among industrial relation practices and labour turnover is presented in Table 4.2. In line with a priori expectations, the coefficient of Organizational Culture is positive and statistically significant at the 1 percent level. Specifically, a unit improvement in organizational culture increases labour turnover by 16.9 percent. Similarly, Collective Bargaining is positively related to labour turnover and is statistically significant at the 1 percent level. The result shows that a unit increase in effective collective bargaining raises labour turnover by 26.7 percent.

Furthermore, employee disengagement exhibits a positive and significant relationship with labour turnover in the study area. A unit increase in employee disengagement increases labour turnover by 16.2 percent. Likewise, employment practices are positively signed and statistically significant at the 1 percent level. The result reveals that a unit improvement in employment practices raises labour turnover by 14.7 percent.

However, the result shows that effective communication is positively related to labour turnover but not statistically significant at the 5 percent level. This suggests that although communication appears to have a positive influence, its effect is not strong enough to be considered statistically meaningful. This may be due to the fact that communication processes in many institutions may be top-down, limiting their effectiveness in shaping employees' decision to stay or leave.

The adjusted R-squared value for the model stood at 0.509, indicating that about 51 percent of the variations in labour turnover are explained by organizational culture, collective bargaining, effective communication, employee disengagement, and employment practices, while the remaining 49 percent can be attributed to other factors outside the model. Furthermore, the Durbin-Watson statistic of 2.881 suggests no evidence of autocorrelation in the model residuals, affirming the reliability of the regression estimates.

The probability of the F-statistic, which stood at 0.00, is highly significant. This implies that collectively, the linear combination of the independent variables used in the study is statistically significant in explaining labour turnover among employees of the selected Federal Medical Centres.

4.2 Test of Hypotheses

For the hypothesis which stated that there is no significant relationship between industrial relations practices and labour turnover in Federal Medical Centre Owo, the results revealed that the test statistic ($t = 7.493$) exceeded the critical value of 1.960. This led to the rejection of H_{01} , indicating that industrial relations practices significantly influence labour turnover. This implies that practices such as organizational culture, collective bargaining, employee disengagement, and employment practices collectively contribute to variations in labour turnover, with the exception of effective communication, which was not statistically significant

at the 5% level. In all, industrial relations practices play a meaningful role in shaping labour turnover outcomes.

4.3 Discussion of Findings

The findings of this study show that industrial relations practices such as organisational culture, collective bargaining, employee disengagement, and employment practices significantly contribute to labour turnover. For instance, collective bargaining emerged as the most influential determinant, with a regression coefficient of 0.267, indicating that improvements in bargaining processes are associated with increased labour turnover. Similarly, organisational culture ($\beta = 0.169$), employee disengagement ($\beta = 0.162$), and employment practices ($\beta = 0.147$) each contributed significantly to variations in turnover, while effective communication ($\beta = 0.090$) showed a positive but non-significant effect. The adjusted R^2 value of 0.509 suggests that approximately 51 percent of the variation in labour turnover is explained by these industrial relations practices. This observation aligns with Amanawa and Eze (2024) and Omonokhua and Edwinah (2024), who note that industrial relations in Nigerian public institutions often generate dissatisfaction rather than stability.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study examined the effect of industrial relations practices on labour turnover in Federal Medical Centres (FMC) Owo. The research employed both descriptive and inferential analyses to establish the relationships among the constructs and to test the hypotheses formulated. The findings from the multiple regression analysis showed that industrial relations practices, including organizational culture, collective bargaining, employee disengagement, and employment practices, significantly influenced labour turnover. Notably, collective bargaining ($\beta = 0.267$) emerged as the strongest predictor, followed by organizational culture ($\beta = 0.169$), employee disengagement ($\beta = 0.162$), and employment practices ($\beta = 0.147$), while effective communication showed a positive but non-significant influence.

5.2 Conclusion

This study investigated the extent at which industrial relations practices affect labour turnover in Federal Medical Centres in Owo. While industrial relations mechanisms such as organizational culture, collective bargaining, employees' disengagement, effective communication and employment practices are designed to strengthen workforce stability, their implementation in this context has in some cases produced the opposite effect by fuelling dissatisfaction and exit intentions. The study concluded that industrial relation practices has significant effect on labour turnover

5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed for the study:

- (i) Since there is a positive and significant relationship between industrial relations practices and labour turnover, it is recommended that FMCs should reform their industrial relations

frameworks. Collective bargaining, grievance resolution mechanisms, and recruitment processes should be made fair, transparent, and inclusive, ensuring that they foster satisfaction rather than inadvertently driving turnover.

(iii) Although effective communication was not a significant predictor of turnover in this study, its positive relationship with labour turnover indicates that weaknesses in communication can still contribute to disengagement. Strengthening two-way communication systems through platforms of downward communication and upward communication, with accessible feedback mechanisms, can enhance transparency, build trust, and reduce the risk of voluntary exits.

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