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Labour Policies and Industrial Relations in School of Health Technology

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Abstract

This study examined labor policy and industrial relations at School of Health Technology, with particular focus on staff-welfare-related labor policies. The study investigated the extent to which employee remuneration and retirement plans influence industrial relations within the College of Health Technology. The paper also argues that if Labour policies are professionally designed and formulated to protect the employee rights, employees' conflicts will be amicably resolved to promote industrial harmony and built a better interaction without hostility. A mixed-methods research design was adopted, involving a total population of 245 staff members, from which a census sampling technique was employed. The research paper was limited to primary and secondary data, and the research instruments were subjected to validity and reliability tests. Pearson Product Moment Correlation (PPMC), supported by SPSS version 27, was used to analyze the data and test the hypotheses at the 0.05 significance level. The findings revealed a significant positive relationship between employee remuneration, retirement plans, and industrial relations in the College. The study recommends timely payment of wages and allowances, as well as the establishment of a proactive and well-structured retirement plan for prospective retirees to enhance harmonious industrial relations. The study also highlights important practical implications for policy by emphasizing the need for timely and adequate payment of wages and allowances, as well as the establishment of proactive, transparent, and well-structured retirement plans. Such policy measures are critical in fostering trust, reducing industrial disputes, and ensuring sustainable industrial harmony within public health institutions and similar organizations.

Keywords: Labour policies, Employee relations, Health technology, PPMC, Remuneration, Retirement plan.

1. Introduction

Labour policies and industrial relations involve the rules and regulations that govern the employees and employers' relationship. On the other hand, industrial relations represent the interactions that take place

among employees, employers and government. The term industrial relations are categorized into two major perspectives. i.e. industry and relations. Industry refers to any productive activity that differentiates people or groups of individuals involved together in the manu-

facturing process. Industry is therefore, the market that controlled production and other factors such as, land, labour, capital, enterprise men, material, money, and machines, while relations mean the interaction and bond between the employees and management within the industry. To connote the word together, industrial relations is the unavoidable interactions and involvements that is being shared between employees, employers, government and her agencies within the industry or work environment (Nimisha 2023; Rumi *et al.*, 2020). It can also be seen as any form of relations which includes employer-employee's interaction at workplace that can be influenced by government economic and political policies. According to Adeyemi (2019) industrial relations entails the work activities that take place in the work place between the employees, employers and the government. It is majorly concern with how work place can be regulated peacefully.

According to Okafor (2017) industrial relation is power dynamics process that involved, the employees, the employers and the government with the necessary skills in promoting a fettered interaction and mutual understanding among the actors. It is a relation that is characterized by a social dialogue, regulatory framework of employer-employee relationship, and parties in the industrial relations, and interactions. Bamber *et al.* (2016); Industrial relations refers to an institution where policies governing employment relationships in work place are been observed with collective interactions. Similarly, Adeyemi (2019) industrial relations entail the interactions that take place in the work place between the employees, employers and the government. It is majorly concern with how the work place is being regulated with the collection interests of others in order to achieve the organizational objective. In the other hand, labour policies are legally enforceable policies which are often put in place to prescribe and to determine what employees are expected to do or not in the labour environment. To achieve this, the government has provided labour rules in protecting the relationship among the various actors. Labour policy therefore is a documented print of government industrial policy starting the way and manner in which the actors involved should follow in the work place and the objective to be achieved in the

process. It spelt out the limit powers and the rights that can be maintained from various actors (Omolawal, 2022).

Labour policies are targeted to protect workers well-being and to ensure fair treatments, hence to promote positive and fertile relationship among actors, ensure effective productivity in organization and to ensure effective compliance to these policies. More importantly, labour policies serve as a mirror that checked the actions of employees, employers and to ensure improvement in economic growth and social stability, by regulating employee liberties and promoting good relationship. Labour policies influenced union-management relations by shaping collective bargaining collaboration, promote equal opportunities and reduce discriminations if properly administered. Effective labour policies and industrial relation practices can reduce inequality, improve working condition and enhance economic growth.

Labour policies represent the rules, regulations, principles guidelines, actions governing employment relationship between organization employers and employees. Effective labour policies enhance fair treatment, impartiality and secured working conditions, promote employee well-being and organizational performance Omolawal (2022). Labour policy has the capacity to negatively or positively affect employee outcomes and the organizational well-being depending on such policies. It is a set of principle designed to guide the actions of workers in the attainment of a given objective. Labour policies has defined many aspects of industrial relations which includes. The employment contracts and agreement, welfare, remunerations, retirement plan, and employee conduct. Industrial relation in the other hand is solely related to a complex of power relationships and power sharing, the economic and other decisions which affects or emanate from hiring processes, conditions of employment, remuneration, and trade union activities. In an attempt to address the complex of power relationships and power sharing the need of labour policies arose to ensure specification of operation and economic activities.

The clear distinction between labour policies and industrial relations could be described from this

perspective. Labour policy establishes the framework while industrial relations is in practice, there are employment legislation such as minimum wages, working hours and job security. Labour policies deals the rule, social protection, government strategies for employment contract, legal relational and institutional government actors, employers while industrial relations is the interactions, negotiations, and the collective bargaining operations, an association of interest group such as trade union activities of workers representatives. Industrial relations are relationship oriented examining power dynamics at work, conflict management and trust dialogue in the industries. In line with Sustainable development goals, and the international standards. Employees are expected to have favourable treatment such as decent working conditions, social protection, fair wages, safe working condition and economic growth. It is therefore possible to say that the effectiveness of collective bargaining in protecting worker, while the role of trade unions is promoting decent work, and the mechanisms for resolving peaceful industrial conflicts by addressing the role of labour policies in fostering occupational friendliness. Industrial relation is also traceable from the British industrial revolution of 18th and 19th centuries which gave birth to "industrial relation". The term came into common long before its subject matter drew attention through the harsh social and economic condition suffered by workers under the British administration. These workers organized into trade union as an effective means of exacting and defending better terms and conditions from the employers. Industrial relations therefore are, those, values, mechanism and products of actions inherited by the colonial government as stated earlier. During the era, government leaders gave promises to restore the dignity of labour . This was the beginning of the industrial policy resolution and it major concerned on the growth of employees across the three levels of government with cardinal objectives of improving the economic status of employees, maintaining peace and order in the industries, promoting friendly relationship, improve working conditions of workers, protecting the interests of workers, make and execute policies on how to govern workers in the industries and to build a healthier relations among the workers, management and government. The idea of industrial relation was

initiated by John R. Common who then became the father of industrial relations concept in 1920 (Nimisha 2023; Zeba, 2025).

Inspite of the pivotal roles played by College of Health Technology Calabar, as an institutional training ground for medical personnel and health care services center. Nigeria health institutions still encountered unstable and poor relationship between the management and workers. This poor relationship has attracted numerous attentions from different scholars across the globe essentially, to know what actually is responsible for the unhealthy relations and the declined in service delivery which has plagued down the college.

To reason upon the above issues, the study is on the opinion that it could be because of the draconian labour policies which has led to the poor relationship specifically on workers welfare, such as poor remunerations, poor career promotion exercise, and poor retirement plan. According to Buchan (2017). Health sectors have become the most labour - industrial globally unrest with inefficient satisfaction and unfavorable employee welfare. Health care policies can reduce or improve productivity. job satisfaction, and patient medical care etc. It is on the above strength that the researcher wishes to find out the nature of labour policies toward employee workers welfare and the industrial relations between the employees, employers and government and to ensure that the labour policies are able to meet their stated aims without being antagonistic to the welfare of workers. The focus of this study on labour policies and industrial relations is primary concerned with, how labour policies influenced employee's welfare (social protection) in a complex industrial relation in health care sectors particularly those in college of Health Technology, Calabar. Employee's welfare is very essential for industrial relations specifically health-based related policy. Employees welfare is concerned with benefits provided to employees by employers or government such as, financial allowances, (remuneration), health care insurance, work-life balance supports and retirement plans etc. (Kolawole, 2024). Upon this parameter that this research studies is designed to examine the interplay on labour policies and industrial relations, specifically on staff welfares.

Statement of the Problem

Labour policies and industrial relations is a mechanism where employee's activities are being managed for mutual understandings at work place. It served as a vital component in achieving a common objective but the abuse of these policies as been seen as a threat to the surviving of industries. Labor policies were meant to spell out employment rules, protect and regulate employees in work place and provide a stable relation among government agencies, employers and the workers, but in recent times, welfare labor policies has becomes antagonistic to employees need particularly in the payment of financial entitlement to workers and it has critically caused a decline in organizational productivity resulting into, a breakdown in communication, unresolved retirement plan issues, unsatisfactory promotion, poor remuneration and lack of priority demand to general welfare of workers. In College of Health Technology, Calabar workers complained of their needs not being met such as pension, promotion arrears, and irregular payment of remuneration. This has resulted to a current situation where by workers are looking very frustrated with multiple arrears of entitlements without payment and has be observe as the major cause of the industrial conflicts. In addressing this protracted plague. Many efforts have been made by Nigeria Government in solving labour the issues, with the establishment of Federal Industrial Court, for the interpretation of labour matters but no viable solution was provided.

Several other empirical studies have been by scholars example Uduak and Cross (2020), assess the effect of industrial relation on employees' commitment in Nigeria National petroleum cooperation. Similarly, Okafor & Ezeani (2019) also conducted a research on employee turnover intention and industrial relations in Nigeria banking industries but yet no viable solution was achieved. It is on this note, which the researcher has discovered that the root of industrial issues been tied down to unfavorable labour policies which have negatively affected the employee's welfare resulting to other negative actions such as incessant trikes action, conflict resolution, grievances settlements and other related issues in the College of Health Technology, Calabar. Against this backdrop, that the researcher has identified the research questions to guide the study.

Research Questions

- How does labour policy influence employee remuneration in College of Health Technology, Calabar (2018-2023)?
- How do labour policy shape employee's retirement plan in College of Health Technology Calabar (2018-2023)?

Objective of the Study

The broad objective of the study is to examine labour polices and industrial relations in College of Health Technology Calabar, Cross River State, Nigeria. (2018-2023) while the specific objectives are to:

- Find out how labour policy influenced remuneration in College of Health Technology Calabar (2018-2023)
- Discover how labour policy shaped the employee's retirement plan in College of Health Technology, Calabar (2018-2023)

Conceptual Review

The study is being conceptualized on the following concepts for a better understanding of the research work with difference author's perspective

Labour policy in Nigeria

Labour policies are a designed principle that has been establishes by government or employers to regulate the activities and behavioral pattern of employees to ensure the workforce organization is not in industrial anarchy. Labour policy in Nigeria originated from the legacy established by the colonial masters. The first labour law, according to Omolawal (2022) started as master and servant's ordinance of 1917, which consist of a rudimentary labour code of governments and recruitment of labour, methods of payment through the use of native authority. Furthermore, the development in wage labour in Nigeria made the Master and Servants Ordinance to be updated in 1929 with the title of labour Ordinance. This period essentially took care of the growing and relatively stabilized wages labour of 1933. From 1938 to 1945, Nigeria had witnessed the enactment of many labour policies, which were being amended from time to time. Example, the wages Board Ordinance, 1957, along with the other provisions which replaced the Wage Fixing and Registration Ordinance, of 1943.

Omolawal (2022) recorded that as at the time of attaining independence in 1960, Nigeria also had a statute book of seven labour laws enacted between 1938-1957, as follows. The Trade Union Act (1938), The Workers Compensation Act (1941), The Trade Disputes Act (Arbitration and Inquiry Act 1945), The Labour Code Act (1945), The Factories Act (1955), The Wage Board Act (1957) and The National Provision Fund Act (1957). This was considered a landmark legislation, as formally recognized a framework for collective bargaining. Similarly, Victor-Akinyemi *et al.*, (2024). Labour policies effectively impact industrial relations by influencing workplace dynamics, employee outcome and organizational performance. Effective labour policies promote positive industrial relations enhance employee well-being and improve organizational synergy. In recent years, Nigeria continue to evolve its labour policies, with a focus on advancing decent work, social protection and industrial harmony.

Labour policies are governmental statutes, regulations and administrative practices that govern the employment relationship, covering wages, working hours, health and safety, anti-discrimination, social security, and collective bargaining. It enhances the establishment of minimum standards intended to secure workers' rights and promote industrial justice and a balance of economic efficiency (International Labour Organization, 2022)

Industrial Relations in Nigeria

Thus, industrial relation includes four types of relations. Labour relation: Relation between union – management (labour management), Group relations: Relations between various group of workmen. i.e., workmen, supervisor's technical person. Employer: Employee relation i.e., relation between the management and employee. It denotes all management employer relation except the union management relation, Community relation: Relation between the industry and the society (Lester, 2025). International Labour Organization (2022) industrial relations refers to the complex network of interactions among employees, employers and government agencies through trade unions, and the state that shape the work environment inclusively with a well-organized

collective bargaining, dispute-resolution mechanism and rule-governing employment conditions. Industrial relations involve the employment relationships, dealing with work environment activities through a well-organized collective industrial setting in line with the existing labour policies. It is also describes as the relationships between the employers, employees and respectively the government in an organization. Okafar (2017) Industrial relation is power dynamics process that involved, the employees, the employers and the government with the necessary skills in promoting a fettered interaction and mutual understanding among the actors. It is a component of trade unionism activities whose aims is to defense the interest of their members as related to the working condition in the work environment. An industrial relation is concerned on the fair treatment given to workers and to ensure that the right of workers is highly protected and to ensure a good compliance to the organization regulation.

Employees Remunerations

Employee's remuneration means the effective reward or compensation given to workers for their mental and physical efforts invested upon for the actualization of the organizational goals. Armstrong (2010) defines remuneration as the reward given to workers regarding to their efforts to the organization which includes salaries and other forms of benefits. Similarly, according to Torrington *et al.* (2003) remuneration is the financial package provided to employees which entails basic salaries that workers receive for their efforts. Remuneration is the process of settling and compensating employees for their labour of work. Remunerations remained an essential motivating factor of employee's commitment; it is a driving force that has the capacity to influence workers industrial relations. According to Alkaki (2018) employee remuneration is the reward given to employees for job well-done, the components includes, wages, wellbeing plan, transportation allowances, overtime compensation, fringe benefit, and responsibilities allowance. It is the total income made by an employee from difference sources. All compensation arrangement is integrated into many forms such as bonus plan keeping which at the end it influences the employee's performance by remunerating them to do better

(Calvin, 2017). Similarly, Alkaki (2018) still pointed out that remuneration is one of the essential instruments an organization can promote a better industrial relation, it is a style of advancing moral, increasing motivation and strengthening team work, unity of purpose, and cohesion. Remuneration has the capacity to spur employees to be more efficient or discouraging. Baker *et al.* (2017) opined that remuneration established employee's boldness, enhance effective reward system and provides a balance of equitability, ensuring incremental packages which has been considered as major values and assets of employees.

Retirement plan and Industrial Relations

Retirement is a significant life transition that marks the end of an individual's working life. According to Nigeria pension reform act of 2004 established that the Contributory Pension Scheme (CPS) for sustainable and comfortable retirement for workers. However, the implementation of the CPS has been challenging, leading to delayed payment of pensions and gratuities, inadequate pension amounts, and limited access to financial benefits. Employee retirement plan refers to the conditions, rules and regulation that regulates the workers retirement financial activities. It spelt out the financial scheme of workers such as pension plan, gratuity plan, retirement age and contribution rate. Owosu (2017) states "that retirees in Nigeria Who experienced poor health during post-retirement tend to have lower levels of psychological well-being and life satisfaction". Others internal factor could be laws and policies from the internal industries e.g of the retirement scheme that is been shared between the, employees, employers and the Insurance Fund Administrator. The management's inability to prepare the prospective retirees for retirement while in service have contributed immensely to both physical and emotional stress. Denton and Ofiong (2019) described two types of retirements as follows, full retirement. This is a kind of retirement that entails non-participation in workforce absolutely may be as result of age or one being capacitated while the second retirement entails the consideration given in reduction of working hours, or reduction in remuneration as regard to old age employees, at what age are they expected to retire? The paper viewed they negative

impact of employees in active service and after active service such as, pains, hardship, ill-thought and others.

Theoretical Review

A theory according to Max Weber (1904) Refers to a mental construct, a concept frame work, which enable us interpret and understand social interrelated phenomena.

Radical Theory

Radical theory is Rooted from Marxist and socialist thought, popularized in the 1960s and 1970s. The radical theory posits that organizations are characterized by unavoidable conflicts that come in the course of managing difference people opinions such as employees, and employers. This approach is associated with how labor policies and industrial relations practices can manage and address issues of power, exploitation, and inequality in the workplace which cannot be avoided in any given organization as far as humanity is concerned. Karl Marx (1818-1883) is strongly against capitalism and advocating for worker rights and empowerment which are necessary components for the effectiveness of the organization.

Karl Marx is mostly concerned on the welfare of the workers and their holistic protection against undue marginalization. He observed that if worker rights are not protected there will excessive monopolistic control by the employers over the employees and that inadequate remuneration are poorly structured retirement plan capable of creating tension and undermining industrial relations. This therefore implies that provision of Nigeria legal policy framework, such as the Pension Reform Act and Labour Act, the research is tailored on the need for policy enforcement to enhance equity, fair treatment and sustainable industrial harmony. In Nigeria wages payments, delayed in retirement benefits benefits, and weak enforcement of labour law always exacerbate workers dissatisfaction and industrial conflicts. Harry Braverman (1920-1976) also viewed that capitalist systems exploit workers and perpetuate inequality. He emphatically, explained the significance of understanding the labour force and workers exploitation. Workers are always victims and often vulnerable to this system of capitalism. Radical assumptions is on the opinion that the dignity of workers' rights and

labour is a priority interest and needs to be secured. According to Karl Marx, the conflict and instability at workplace is as a result of the inequality income, power, position, exploitation, self-ego, and uneven distribution of wealth between the rich and the poor, employees and the employers.

Pluralist Theory

Pluralistic theory is propounded in Mid-20th century, particularly in the 1960s and 1970s. Major proponent is John Dunlop (1914-2003). He logically emphasized understanding complex relationships between stakeholders in industrial relations. Similarly, Allan Flanders (1910-1973) also established that pluralism is a more realistic and effective approach to managing industrial relations. This theory is specifically concerned on the difference interest groups in an organization with difference feelings, opinions, ideas, and perspective goals in managing the workforce. In a pluralistic contest, industrial relations practices need to manage conflicts between difference priority groups such as the employees, employers, management and unions. Pluralist theory views industrial relations as a dynamic interactions among multiple interest groups, primary concerned with employers, employees, and trade unions each with legitimate but conflict interest in Nigeria context, institutions like College of Health Technology operate under federal and state labour laws, including the labour Act and Trade Union (Amendment) Act, which establishes legal frame works for mutual bargaining and dispute resolution. The theory therefore, explained how employee remuneration and retirement plan as key labour policies served as avenue for industrial settlement. The theory viewed organization as a composition of different groups with diverse interests and perspectives where many stakeholders have legitimate interests that need to be recognized and addressed.

Empirical Review

Awa et al. (2022) also conducted an empirical survey on employee's retirement problem in Abia State Civil Service: A case study of Abia Local Government Civil Service Commission. It viewed that retirement is an inevitable position that every employee must attend at particular time in leaving the service, therefore employees' retirement should be taken very serious

while employees also should continue to plan fine before their exits. The survey design was employed in the study using both primary and secondary data. 383 were selected as the sample size derived from Taro Yemane formula out of 8,966 civil servants. The study adopted purposive sampling techniques was adopted while ANOVA test and regression methods were utilized to test the hypotheses of the research work. The following findings were generated that there is a positive significant influence of retirement preparation on Abia State Local Government civil service Commission. Furthermore, poor government retirement policy and benefits were considered as the major factors challenge to employees in the commission. The study also concluded that there is a significant relationship between employees' income and retirement plan. Based on the findings, the following recommendation were made, that retiree counselling must be taken into cognizance, and that the challenges faced by retirees has a psychological effect on their health and that the government should ensure retirees are given their benefits on time. Adeyemi & ogunnaike (2017) conducted a study on the relationship between organizational performance and industrial relations practices in Nigeria using Nigeria manufacturing industries with a sample size of 300. The study employed regression analysis method and the study revealed a strong correlation and mutual between industrial relations and effective organizational success, the study further shows that for organization to grow higher there must be effective participation of employees, effective dispute settlement, effective compensation and effective attention on worker's needs. It was also discovered that Nigeria manufacturing industries perform better when there are good industrial strategies. The following recommendation was made that manufacturing company promote employee's participation, execute effective dispute settlement modalities and ensure employees are regular paid and promoted to enhance higher productivity.

Fodio & Saidu (2021) conducted a research on the effect of promotion on job satisfaction: a study on tertiary institution in Sokoto State, Nigeria with a sample size of 126 staff out of 259 academic staff. The study adopted a quantitative method using a designed questionnaire structure on five likert scale to adminis-

ter in the study. Multiple analyses were also employed to examine the correlation between the two variables. Based on key findings, the result reveals that the independent variable which is promotion has significantly influenced the dependent variable (job satisfaction). It was also revealed that other factors that influence job satisfaction includes, fringe benefits, job descriptive design. Job security, effective job supervisions.

Gaps in Literature

Specifically, **no** particular research has been done in College of Health Technology, Calabar on labour policies and industrial relations from 2018-2023, on staff welfare labour policies, also many others research works have been centralized on employee conflicts, settlement, strike action without emphasizing much on the critical factors responsible for the conflicts and unhealthy industrial relations. These factors include, the poor labour policies on employee's welfare such as employee's remunerations and poor employee's retirement plan.

Hypotheses

The following hypotheses are guided by the study.

- Employee remuneration significantly influence industrial relations in College of Health Technology Calabar
- Employee retirement plan significantly influence industrial relations in College of Heath Technology, Calabar

Theoretical Frame work

This research work is anchored on relative deprivation theory as our theoretical framework. The above theory was propounded by a social psychologist Rubert Gurr (1970). The term relative deprivation entails the thinking of dissatisfaction and discontentment by certain individuals who believed that there is discrepancy between what they expect and what is given to them. It is a situation where employees compare themselves with others employees in similar industries based on the working conditions, the welfare packages, the remuneration benefits and recognition abilities. It further explained that justice, equity, fairness, and the principles of impartiality should be maintained in an organization to avoid the feelings of suppression and subjugation of rights.

The theory seeks for social justice to employees against unfair treatment, marginalization and how individuals were absolutely deprived in an organization compared with other organizations.

Tenets of the theory

- Comparative approach: Many individuals compared themselves in term of employee's welfare with others to ensure a balance in their demands.
- Reference point: Many individuals examined things on comparison with others individual in the same industries. This reference is be made by such individual to call attention on most of their rights which have been buried upon
- Social fairness and justice: Many individual perceived that they are been cheated, wrongly treated, and suppressed with others individual who are well respected and incentivized.

Application to the theory

The relative deprivation theory can be practically applied in College of Health Technology Calabar, in the following perspectives. Salary and Wage disparities, Employee who discovered that the salaries they earned is lower than what others are earning in the same or similar institutions will not be contended but to explore avenue for their salaries to be increased comparing with others. Those in the same level and ranks should earn the same salaries, if not the sense of being cheated will be felt, most especially, if the allowances and other welfare benefits are not balance together. Relative deprivation is observable in College of Health Technology, Calabar in career progression exercise.

2. Materials and Methods

Research Design

The study adopted mixed method survey design as the best and suitable design for the study, which includes the quantitative and qualitative method. The quantitative was used for the statistical analysis while the qualitative was also used for descriptive analysis of the interview guide. Survey designed was considered because it helps to validate findings by comparing the quantitative and qualitative data for a better result, it also enhances effective triangulation and a better

holistic understanding of the research issue showing a correlation between qualitative data and statistical result obtain from quantitative survey. The design provides consistency and unbiased investigation.

Population of the Study

The study population is made up of Teaching and Non-Teaching Staff of both senior and junior staff of the College. A total of two hundred and forty-five staff (245). This information was provided according to the records obtained from the Registry Department of College of Health Technology, Calabar.

Sample Size and Sampling Technique

The study makes use of the entire population, since the population was not too large to manage. It enables the study to have a very good data quality because the data is collected from each member of the population, it also provides baseline that can be used to track changes over time. The study employed census sampling due to the limited size of the population. The method was adopted to ensure the study will not be biased by selecting a particular population only. It also enables the researcher to have a good data quality with a high level of accuracy to ensure comprehensive data.

Sources and Methods of Data Collection

The major sources of data collection are primary and secondary information. The primary sources were collected through a five Likert structured questionnaire, interview guide of face to face, focused groups while the secondary sources which is made up of publications, text books, articles, on-line journals, off-online documents, magazine, public libraries, and social media discussion

Methods of Data Presentation and Analysis

Pearson Product Moment Correlation Analysis was the statistical analytical tool used to test the hypotheses at .05 level of significance while mean and standard deviation was used to answer the research questions and statistic package for social sciences SPSS version 23 was used in analyzing and interpretation of result.

3. Results and Discussion

The results analyzed and presented in this section belated arose from the analysis of the questionnaire retrieved from the respondents for the study and the interview sections held.

1: Mean and standard deviation of the impact of employee remuneration on industrial relations in College of Health Technology, Calabar

Table 1: Descriptive statistic.

S/N	Statement	MEAN	SD	DECISION
	Employees remuneration			
1.	Employee remuneration influence employee willingness to participate in collective bargaining in industrial relations	3.44	0.62	Agreed
2.	Relationship between employee's remuneration and employee engagement in industrial relations is very poor	3.13	0.63	Agreed
3.	Remuneration positively impact on organization and promote employee's commitment in their services delivery	3.12	0.80	Agreed
4.	Employee remuneration impact on employees' perceptions and promote organizational justice in industrial relations	3.07	0.74	Agreed

Results in **Table 1** showed that the respondents agreed to all the four items on the impact of employee remuneration packages on industrial relations in College of Health Technology, Calabar. This is because the items had the mean values that reached the 2.50 benchmark for acceptance.

HO1: There is no significant relationship between employee remuneration packages and industrial relations in College of Health Technology Calabar.

The Pearson's Liner correlation coefficient results in **Table 2** above have a low significant relationship between employee remuneration and industrial relations in College of Health Technology Calabar. It revealed that the calculated r-value of 0.392 is significant at 0.05 level of significance. This implies that there is a low significant relationship between employee remuneration and industrial relations in College of Health Technology Calabar, Cross River

State. The result of the hypothesis revealed a low significant relationship between employee remuneration and industrial relations. The findings of this hypothesis are in line with the view of Alkaki (2018) who pointed out that remuneration is one of the essential instruments an organization can use to promote a better industrial relation. It is a style of advancing moral, increasing motivation and streng-

thening team work, unity of purpose, and cohesion, he further reaffirmed that employee's remuneration is the fundamental components of industrial relations that keep the workers committed and focus in doing their work effectively, especially, in an organization with better pay. It determined what individuals can afford to carter for their basic needs at home.

Table 2: Test of hypothesis.

Correlations		
Pearson Correlation	1	.392**
Sig. (2-tailed)		.000
N	245	245
Pearson Correlation	.392**	1
Sig. (2-tailed)	.000	
N	245	245

** . Correlation is significant at the 0.01 level (2-tailed).

Remuneration has the capacity to spur employees to be more efficient or deficient. This implies that the willingness to be committed is a factor of remuneration Baker *et al.* (2017) also opined that remuneration established employee's boldness, enhance effective reward system and provides a balance of equitability, ensuring incremental packages which has been considered as major values and assets of employees. According to Torrington *et al.* (2003) remuneration is the financial package provided to employees' which

entails basic salaries, that workers receive for their efforts. Remuneration is the process of settling and compensating employees for their labour of work. Remunerations remained an essential motivating factor of employee's commitment and it is a driving force that has the capacity to influence workers industrial relations.

2: Employee's retirement significantly shapes industrial relations in College of Health Technology, Calabar?

Table 3: Descriptive Statistic.

S/N	Statement	MEAN	SD	DECISION
	Employees retirement plan			
1.	My organization retirement policies have improved the overall industrial relations	2.68	0.92	Agreed
2.	I feel confident in my ability to retire comfortably based on your organization retirement policies	2.61	0.89	Agreed
3.	I believe that your organization retirement policies are clear and well-communicated to workers	2.56	0.89	Agreed
4.	My organization retirement policies are fair, equitable and satisfactory to workers	2.51	0.96	Agreed

Results in **Table 3** showed that the respondents agreed to all four items on how labour policy has shaped employee's retirement plan on industrial relations in College of Health Technology, Calabar. This is because the items had the mean values that reached the 2.50 benchmark for acceptance and decision rule.

HO2: Employee's retirement plan significantly influences industrial relations in College of Health Technology, Calabar.

The Pearson's Liner correlation coefficient results in **Table 4** above have shown a low significant relationship between employee retirement plan and industrial relations in College of Heath Technology, Calabar. It revealed that the calculated r-value of 0.237 is significant at 0.05 level of significance. With this result, the null hypothesis which states that there is no significant relationship between employee retirement plan and industrial relations in College of Heath

Technology, Calabar was rejected. However, the relationship is at a low level. The result of this hypothesis indicated that there is a low significance relationship between employees retirement plan and industrial relations in College of Health Technology, Calabar in line with the view of Oyekanmi (2013)

"that retirees in Nigeria who experience poor health during post-retirement tend to have lower levels of psychological well-being and life satisfaction and that most pre-retirement negatively affect employees in active service and after exist in service such as, pains, hardship, ill-thought and psychological depression.

Table 4: Test of hypothesis.

Correlations		
Pearson Correlation	1	.237**
Sig. (2-tailed)		.000
N	245	245
Pearson Correlation	.237**	1
Sig. (2-tailed)	.000	
N	245	245

** . Correlation is significant at the 0.01 level (2-tailed).

Financial difficulties are a significant challenge faced by retirees in Nigeria, particularly those with limited pension benefits or inadequate retirement savings (Odey, 2019). This implies that labour policy on employee's retirement plan does not favour workers and that is the reason for the unavoidable hardship around them.

Bokoye (2015) also opined that federal, state and local government should make provision for a good retirement policy and agency that is capable of addressing employee's retirement issues and prevent them from undue hardship and agony, such as sudden loss of livelihood, loss of regular pension, the trauma of disengagement from service, poor health conditions. This implies labour policy should be critical re-examined again the government to ensure employee's financial is well settled before the retirement to avoid undue hardship

Summary of quantitative analysis presented in a systematical order

This aspect covers qualitative data from interview groups were data were analyzed thematically to explore staff perceptions of remuneration, retirement plans, and industrial relations. Three main themes emerged: (1) Timely and Adequate Remuneration, (2) Structured Retirement Plans, and (3) Industrial Harmony and Conflict Resolution. From the perspective of Theme 1, 68% of respondents revealed that timely and regular payment of salaries with allowances positively

influenced a robust cooperation among staff, while delays often caused tension and disputes. Theme 2 revealed that 74% of respondents emphasized the importance of transparent and proactive retirement schemes, noting that uncertainty about pension benefits undermined trust and morale. Theme 3 highlighted that when welfare-oriented policies were effectively implemented, 70% of staff observed improved communication, reduced conflicts, and stronger management–employee relationships. Similarly, from cross-case analysis, it was also revealed that there is a clear affinity between staff welfare policies and industrial relations: institutions that prioritized remuneration and retirement planning experienced fewer conflicts and higher staff satisfaction. These findings align with the quantitative results, reinforcing that labour policies are not merely administrative requirements but critical tools for sustaining workplace harmony. Overall, the study demonstrates that strategic implementation of employee welfare policies fosters trust, mitigates disputes, and promotes sustainable industrial relations, consistent with Nigeria's labour legal framework and the objectives of SDG 8 (Decent Work and Economic Growth).

4. Conclusion and Recommendations

Based on the results and findings of the study, the following conclusions were reached. Employee remuneration has a low significant relationship with industrial relations, employee's career promotion has

high significant relationship with industrial relations, employee's retirement plan has low significant relationship with industrial relations, employee remuneration, career promotion, and employee's retirement plan, significantly influence industrial relation, in addressing the welfare of workers. Furthermore, the study has shown that labour policies can influence industrial relations positively or negatively depending on the kinds of labor policies, regulating workers industrial behaviors. This implies that, one thing is to have rules and regulations governing workers but another thing is to ensure that such labour rules are not too rigid to avoid industrial conflicts between the workers and management whereas the rules also ought not be too flexible to avoid abused of industrial privileges. There must be a balance with each other. Conclusively, labour policies are good in maintaining industrial decorum and are also bad in bringing organizational dysfunction when the policies are draconian to staff, while balancing the two together for a better result, the welfare of staff should be considered as priority.

The following recommendations were made:

- There should be an effective provision for regular salaries payment without delay and other forms of financial compensation packages, such as leave, wardroom, car allowance and others financial entitlements that are capable of taking care of employee's needs.
- There should be a well-organized retirement plan for future retirees that will be accessible when employee's need their monies as when due and that the retire policy should be constantly reviewed within three years duration.

5. Author Contributions

E.M.C.: Conceptualization, methodology, writing the manuscript. A.W.O.B; I.V.U.; and A.C.E.: Contributed in data analysis, investigation, and visualization. M.A.R.M.; and M.R.R.: Finally checked the manuscript, editing, rewriting, and funding acquisition. All authors who are involved in this research read and approved the manuscript for publication and the following authors have positively contributed in the article.

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7. Conflicts of interest

The authors declare that there are no conflicts of interest with respect to the research, authorship, and publication.

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