



Influence of Migration on Man Power Planning: A Study of Professional Health Workers in Federal University Teaching Hospital Owerri Imo State Nigeria

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Abstract

The issue of migration and human resources planning in the Nigeria healthcare system have become a critical issue since few years. Many healthcare workers are migrating to the developed countries of Europe, Middle East and America for various reasons. This continued exodus of medical professionals has evidently created untold devastating effects on human resource planning and development in the system. Therefore, this study determined the cause, type and effect of migration on manpower planning among healthcare workers in Federal University Teaching Hospital in Owerri Imo state Nigeria. The study adopted the descriptive survey research design of correlational type. One hundred and eighty healthcare workers were purposively selected from various departments and units in the institution. Questionnaires and interviews were used to collect the data for the study. A single-administration and Cronbach Alpha ensured the reliability of the instruments. The data generated from the distinct sources was analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 17.0. The study reveals that migration affects manpower planning in Federal University Teaching Hospital. It was also found that migration for employment, better life and career development was among the prevailing types in the study setting and so on. Based on these, it is recommended that government should advance policies and programmes that will reduce health workers interest and intentions to migrate. Adequate social welfare packages, encouraging wages and remuneration packages should be designed and implemented for healthcare workers. When these are put in place, it will go a long way to discouraging healthcare workers intentions to migrate to developed countries.

Keywords *Influence of Migration; Man Power Planning; Professional Health Workers; Federal University Teaching Hospital Owerri Imo State Nigeria*

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Introduction

Human capital is of great importance for the survival of any institution, to achieve this, there is the need for manpower planning. Man power planning and development is undoubtedly among the most crucial factors that determine the socioeconomic growth and development of every nation globally. Thus, without doubt therefore, it is clear that real development starts with people and not material or infrastructure. Human resource management strategy, theory and application. It is seen by management scientist as a useful area for analysis and practical application by organizations to determine that the right person is in the right job at the right time (Siti Sarah & Akram, 2012). As such, governments of different countries both developed and developing, strive their best towards ensuring that effective man power planning is given utmost priority. In order to achieve in its fullest, the objectives of the organizations.

The importance of man power planning in economic development is further evident where for many years, managers of businesses have continued to emphasize that firms practically describe the employees of organizations, but not money or equipment (Nwankwo, 2007). In this regard, the purpose of every human resource management is to make sure that the aims and objectives of organizations are achieved effectively through its employees (Armstrong, 2009).

Various organizations in the past planned for significant expansion when they found that success is inevitably determined by the availability and engagement of well-trained employees. Base on this, planning and management of human resource has come into lime light as economic development driving force. Manpower planning describes the strategies for facilitating that the desired resources, both human and materials needed to achieve an organization's interest are adequately and effectively made available for utilization. It is based On this that organizations predict analytically in different terms on all the possible requirements for building functional and effective human resources (Bowel, 1974). Globally, human resource planning relatively focuses on the short term and was determined largely by outlined management concerns. However, increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations (Siti Sarah & Akram, 2012).

Furthermore, it is known that over the years, patterns of behaviour have emerged and in many cases the role of manpower planning is to build a picture of such resource flows. In a stable environment where the features and characteristics of product and labour markets are expected to evolve in a predictable and orderly fashion, a model of long-term patterns of employment within the organization would emerge. This would show the expected number of retirements, the expected turnover of staff within departments and the average number of staff which leave for involuntary reasons. This can give a broad and rather basic picture of staff turnover. It can also be used to provide valuable information on timings and rates for replenishing staff. To sum up, to maintain stable levels of employees over time management, required data on where, when and how many employees need to be recruited in such organizations.

However, it is highly regrettable that currently in Nigeria, the reverse is the case. Observably, man power planning in Nigerian health institutions have continually been hit by the devastating wave of mass migration of health workers. It is pertinent to state that resident doctors undergoing training in different areas of specialty in the country's many tertiary hospitals formed the significant proportion of health workers who had left or have intention to migrate from Nigeria to other countries of the world. Other medical health officers in training are also inclusive. It is believed that these young and energetic health workers constitute the bulk to be developed to take over from the older ones in medical practice after retirement (Adebowale & Oluremi et al., 2022).

This trending situation has obviously affected the process of human resource management and development in many health organizations. It is unfortunate to note that the increasing level of migration of Nigeria health workers has created unwarranted situations where a large proportion of individuals are put in responsible management positions with little or no formal or even management education. Research indicates that the emigration of Nigerian health workers to the western countries in Europe and Americas has reached an alarming rate (Akinyemi & Atilola, 2013). This development regrettably creates space for brain drain to occur in the country's health work force and has continued to pose serious problem to man power planning in Nigeria (Siakam, 2011). Migration of workers alters the economic development pace of the affected nations. In many occasions, workers migrate unannounced

abandoning their jobs to the detriment of their employers. At times, the vacuum created by such exits takes longer time and resources to fill, while the organizations and the society undoubtedly suffers its effects. Remarkably, humans are considered as the most crucial, volatile and potentially unpredictable resource which an organization utilizes. Therefore, if an organization fails to place and direct human resources in the right areas of the business, at the right time, and at the right cost, serious inefficiencies are likely to occur creating considerable operational difficulties or even business failure. Also, Janifer (2023) reported that labor migration has resulted to brain drain in many countries. It occurs when a country loses its highly skilled, intelligent and most talented workers to other countries through migration. The trend is considered a problem because the most highly skilled and competent individuals leave the country and contribute their expertise to the economy of other countries (Janifer, 2023). Labor migration in any country could deprive the offloading economies the developmental benefits that comes from re-pumping and recycling of a large part of the revenues generated in such countries. It creates a scenario where there is scarcity of qualified manpower to fill existing positions.

Although, migration of health workers has been for quite a long time (Hagopian, Thompson, Fordyce, Johnson & Hart, 2004), But, it has been identified as a thorn in the flesh to both the sending countries, mainly the low and middle income nations and the host nations, the developed countries in the west (countries in Europe, North America, and Australia) as a result of the higher number of health workers migrating or intending to migrate compared to the rate in the past (Sheikh & Naqvi, 2012). Thus, in a bid to cushion and regulate the trends of migration of healthcare workers from developing nations to the developed ones, the World Health Organization formulated a Global Code of Practice on the International Recruitment of Health Personnel (WHO, 2010). But unfortunately, this effort did not change the situation. Research findings indicates that the current increase in migration of health workers is caused by the broadening gap between demand and supply of medical health workers in the country (Aluwihare, 2005). Furthermore, it is import to state that retention of healthcare workers is a significant concern due to cost of hiring and training of new workers. Shortage of health workforce poses great danger to healthcare system performance and services. The world health organization (WHO) indicates that, healthcare labour shortages are common globally; though, this phenomenon is more decisive in countries where healthcare performance indicators are the worst (WHO, 2010).

Research have shown that globally, countries spend huge sum on education but, end up to lose their return on investment, as some sort of reverse/perverse subsidy to richer countries. In the 2006 WHO research focused on health workforce, the findings indicates that 25% worlds burden of disease is in Africa. But the region only manage a share of 1.7% of the global health personnel (WHO Report, 2006). Thus, by 2015, it was reported that poor countries spent USD 500 million yearly to train doctors and nurses who migrate to the EU and USA for employment opportunities (Chen & Boufford, 2018). The number of African researchers living in the USA is far more than all in Africa. But is quite ironical that after importing the brains of Africa, high-income countries in return give aid to offset brain drain game effect on Africa. This has been estimated to the tone of USD26 billion worth of foreign expertise in Africa (WHO Report, 2005). Aleksandr, Ivan and Anastasiya (2022) also reported that migration erodes human capital, leads to economic stagnation and structural crises, and dependency mentalities. Similarly, Carling and Schewel (2018) has it that migration result to losing some of country's most capable labor resources, leading to the aging of labor resources; increased expenses for the attraction of highly qualified personnel; decreased development potential within the country.

Migration can be as a result of push or pull factor. Push factors are difficulties at home which create an incentive to leave, such as war, persecution and famine. Pull factors are incentives to go to a new location, such as good jobs, free farmland or the discovery of valuable resources such as gold, petroleum, and other valuable resources. The working environment of health workers in Nigeria is not encouraging, lack of medical equipment and poor working conditions. Majority of health workers, especially doctors under training working in public health institution in Nigeria are dissatisfied with their job (Akinyemi & Atilola, 2013; Ugwa, Muhammad & Ugwa, 2014). There is also challenge of inter-professional rivalry and poor harmonious working relationships among the various professional groups in the health sector especially, the secondary and tertiary health institutions (Akinwumi, 2010; Alubo & Hunduh, 2017). These situations have led to many industrial actions in the past (Omisore, Adesoji & Abioye-Kuteyi, 2017). These reasons and poor salaries, had prompted many doctors, especially young medical graduate and resident doctors to leave and many more currently having intention to migrate to other countries to work.

Notwithstanding the continued increase in the rate of migration of health workers and the available records of the obvious shortage in the man power resources in the Nigeria health institutions, no much efforts have been put in place to remedy the situation to ensure the sustenance of effective human resources in health sector. This is the reason Adeloje et al (2017) reported that there has not been any effective tact or policy fashioned to facilitate the return of the already migrated health workers and or ensure sufficient supply or maintenance of the health workforce to cushion the effect of the migration. Irrespective of the various reasons empirically conveyed above as the causes and effects of migration on human resources in the health sector, the maintenance and development of viable man power in the Nigerian health system is undoubtedly very crucial. Therefore, this study investigated the impact of migration on man power planning among health workers in Federal University Teaching Hospital Owerri Imo State Nigeria.

Statement of the Problem

Every organization seeks its survival through proper utilization of her material and human resources. To get required material resources does not require much but same is not the case with human resources. Thus adequate man power planning is required to have the right skills, knowledge and number of employees at a given time. To achieve this, time training, motivation of workers are required. These cannot be achieved where migration changes unpredictably the design and expected result of man planning. It is to find the effect of migration on man power planning that this seminar is being presented.

Objectives of the Study

The objective of this study is to evaluate the effects of migration on manpower planning on health workers in Federal University Teaching Hospital (FUTH)Owerri, Imo State, Nigeria. To actualize this, the following specific objectives were investigated.

1. To assess the prevalent migration types peculiar to FUTH, Owerri in Imo State.
2. To determine the focal causes of migration in FUTH, Owerri in Imo State.
3. To examine the relationships between migration and employment status, staff promotion, workers' productivity, wages, and staff training in FUTH, Owerri in Imo State.

Research Questions

The following research questions were generated to guide this study.

1. What are the prevalent migration types peculiar to FUTH in Owerri, Imo State?
2. What are the relationship between migration and employment status?
3. What relationship has migration with salaries of FUTH medical work force

Research Hypothesis

The following research hypotheses were formulated to guide the study:

1. Variations in perceived migration types have no significant effect on manpower planning in FUTHin Owerri, Imo State.
2. There is no significant relationship between migration and employment status, staff promotion, workers' productivity, wages, and staff training in FUTH, Owerri in Imo State
3. There is no significant relationship between migration and salaries of FUTH medical work force.

Review of Related Literature

Concept of Human Migration

Migration is the movement of people from one place to another with intentions of settling, permanently or temporarily, at a new location (geographic region). The movement often occurs over long distances and from one country to another (external migration), but internal migration (within a single country) is also possible; indeed, this is the dominant form of human migration globally (world migration report, 2019). Migration is often associated with better human capital at both individual and household level, and with better access to migration networks, facilitating a possible second move (World Migration Report, 2019). It has a high potential to improve human development, and some studies confirm that migration is the most direct route out of poverty (Kumar, Shailendra; Choudhury, Sanghamitra, 2021). Age is also important for both work and non-work migration (Coxhead, et al, 2015). People may migrate as individuals, in family units or in large groups.

Types of Migration

Voluntary Migration

Voluntary migration is based on the initiative and the free will of the person and is influenced by a combination of factors: economic, political and social: either in the migrants' country of origin (determinant factors or "push factors") or in the country of destination (attraction factors or "pull factors"). "Push-pull factors" are the reasons that push or attract people to a particular place. "Push" factors are the negative aspects (for example wars) of the country of origin, often decisive in people's choice to emigrate. The "pull" factors are the positive aspects of a different country that encourages people to emigrate to seek a better life. For example, the government of Armenia periodically gives incentives to people who will migrate to live in villages close to the border with Azerbaijan. This is an implementation of a push strategy, and the reason people do not want to live near the border is security concerns given tensions and hostility because of Azerbaijan (Badalian, 2021). Although the push-pull factors are opposed, both are sides of the same coin, being equally important. Although specific to forced migration, any other harmful factor can be considered a "push factor" or determinant/trigger factor, such examples being: poor quality of life, lack of jobs, excessive pollution, hunger, drought or natural disasters. Such conditions represent decisive reasons for voluntary migration, the population preferring to migrate in order to prevent financially unfavorable situations or even emotional and physical suffering (Tataru, 2020).

Forced migration

Forced migration refers to the movements of refugees and internally displaced people (displaced by conflict) as well as people displaced by natural or environmental disasters, chemical or nuclear disasters, famine, or development projects (Forced migration review, 2022). These different causes of migration leave people with one choice, to move to a new environment. Immigrants leave their beloved homes to seek a life in camps, spontaneous settlement, and countries of asylum (Colson, 2003)

Transit migration

Transit migration is a highly debated term with no official definition. The common understanding is that it describes immigrants who are in the process of moving to an end goal country. The term was first coined by the UN in 1990 to describe immigrants who were traveling through countries surrounding Europe to end up in a European Union state (Basok, 2018). Another example of transit migrants is Central Americans who travel through Mexico in order to live in the United States (Cantalapiedra et al 2020). The term "transit migration" has generated a lot of debate among migration scholars and immigration institutions. Some criticize it as a Eurocentric term that was coined to place responsibility of migrants on states outside the European Union; and also, to pressure those states to prevent migration onward to the European Union (Basok, 2018).

Concept of Manpower Planning

Manpower Planning describe the development of strategies to match the supply of manpower to the availability of jobs at organizational, regional or national level. Manpower planning involves reviewing current manpower resources, forecasting future requirements and availability, and taking steps to ensure that the supply of people and

skills meets demand. It deals with estimating or projecting the number of personnel with different skills required over time or for a project, and detailing how and when they will be acquired. Manpower planning in terms of human resource development is the skills, knowledge and capacities of all human beings actually or potentially available for economic and social development in the country. Manpower planning refers to optimal use of human resources. It is a procedure used in organizations to balance future requirements for all levels of employee with the availability of such employees.

Divisions of Manpower Planning

There are three divisions of man power planning that can be made by any organizations.

(i) Short-Term Manpower Planning:

Short-term planning is that which is done for the period of one year. Annual plans are made as a part of Five-Year Plans at national level. These one year plans are short-term plans. Short-term plans are very useful at company level. For better results, short-term plans should be integrated with each other and should be considered as ingredients of a medium-term plan.

(ii) Medium-Term Manpower Planning:

Generally, any plan for the period from 2 to 5 years is considered to be a medium-term plan. At national level, medium-term plans are essentially prepared as a part of financial planning, medium-term plans, at national level, for manpower planning give special attention towards employment opportunities. Such plans at micro-level think much of training and development of employees. Thus, it is possible to visualize the requirements of personnel possessing right type of skills for coming five years.

(iii) Long-Term Manpower Planning:

Man power planning for a period of 10 to 15 years is known as long-term planning. This type of planning is generally done at national level. It is important to estimate manpower needs of a nation and accordingly to raise educational and training facilities, keeping in view long-term interests of the nation. Such long-term planning is not necessary at micro-level except a long-term development scheme has been visualized by the management of a firm.

Prevalence of Migration

The increasing rate of health workers migration was disclosed by Abiodun Otegboya, the Chief Medical Director of University College Hospital (UCH), Ibadan, at a news conference marking the 65th Founders Day celebration of UCH in Ibadan on November 22, 2022. He clearly stated at the conference that between 2020 and October 15, 2022, no fewer than 600 clinical staff had left the hospital. (Nigeria Tribune, 6th Dec, 2022). Furthermore, the UK government has it in the month of august 2022 that 13609 Nigeria healthcare workers were issued work visas during the period and that they are second to India with 42966 personal. This reveals that the emigration of medical workers from Nigeria has been on the increase in recent years, yet it seems that measures have not been adequately put in place by the Nigerian government to mitigate this disaster(Nigeria Trbune, 6th Dec, 2022)

Observably in Nigeria, the greatest concerns of healthcare workers are poor incentives and welfare, poor and delayed salaries, and terrible working conditions. These concerns have led to incessant doctors' strikes in recent years. In 2017, a study conducted by Adeloye et al revealed that the migration of doctors to developed countries has been lead to staff and skills shortages in the Nigerian health system. This study shows that many medical doctors' migration is closely linked to their desire to increase their earnings and get the best possible education. Since it would be ridiculous of the Nigerian government to prevent medical doctors, who naturally should have the freedom

to choose where they work or study in any part of the world, from emigrating, the government needs to make effort to improve the work condition in the medical field, to discourage migration working change the narratives.

It could be recalled that in December 2021, the government increased the monthly hazard allowance for doctors from N5,000 to between N32,000 and N40,000; other health workers like nurses, and laboratory workers among others had theirs reviewed to between N15,000 and N34,000. This is a good starting point. However, as of September 2022, Ayuba Wabba, the President of the Nigeria Labour Congress (NLC), disclosed that the allowance had been reviewed but payment is yet to begin. As noted by Mr. Wabba, hazard allowance will boost the morale of our health workers in the country. While also speaking at the same event of the 2022 annual Federal Capital Territory Nurses Week/Scientific Workshop of the National Association of Nigeria Nurses and Midwives in Abuja, the National President of NANNM, Mr. Nnachi Michael, said that the nurses were working in a very difficult environment and that is why they keep talking about brain drain. He said that if nothing was done to arrest the trend, the health sector might collapse and urged the federal government to dedicate 15 percent of the annual national budget to the health sector. Besides, Mr. Nnachi hinted that workload tends to affect healthcare workers because they are also human beings, adding that other incentives necessary would reduce brain drain.

Causes of Migration

Various research findings have stated different reasons for migration in Nigeria, unemployment, poverty and insecurity; Nwakeze (2004), admitted that government policies have been in favour of urban development, by purposely and continuously creating employment opportunities, educational opportunities and other infrastructural amenities more in the urban areas, than the rural areas. This has resulted to inequality in the development and quality of life between the rural and urban areas, and therefore enhancing rural-urban migration. "People are attracted to urban areas because they think they will have greater opportunities there" (Wikipedia). There also seems to be a unanimous agreement among economists including; McCatty (2004), NISER (1993), Nwanna (2004), Brockerhoff (1995), Adewale (2005), Makinwa (1981), and Olujimi (2001), that decision taken by people to migrate from the rural to urban areas is as a reaction to socioeconomic issues such as; inferior social and economic facilities such as: health care, educational opportunities, transportation system, electricity, pipe borne water, housing conditions amongst others, in the rural areas compared to those in the urban areas, and degrading view of rural areas and its inhabitants. Nwanna (2004), Morrissey (2008), McCatty (2004), and Adewale (2005), also affirmed that decision to migrate could be spontaneous. Some people may decide to migrate because their rural economy is disrupted. Such spontaneous decision could be as a result of natural catastrophe such as: flood, drought, landslide erosion earthquake, insect and pests' infestation, escape from lack of human right and justice, political instability, infertile soil, lack of arable land for cultivation, communal clashes, family dispute, outbreak of war and other adversities, or insecurity as is prevalent in the North East of Nigeria

Employee Productivity

Employee productivity affect the overall performance of an organization, this is determined by employee capability and the job description and organization objectives. It is important to state that employee productivity has a direct impact on organization productivity as the former dictate the tone and direction with which the later will take. This is because of the overall productivity that an organization record within a year shows the extent of performance and productivity of individual employees within an organization (Papa et al., 2018). It is therefore important to recruit the right employees for a job position in the organization.

Recruitment is the process of employing or engaging the best-qualified individuals which may be internal or external recruitment for an organization. It is the technique to discover the best workforce to meet the essential staffing plan and to use fruitful measures for attracting labor in adequate numbers in order to empower appropriate skills for a beneficial working power for the organizations (Dash and Mohapatra, 2016). Furthermore, the quality of service delivered by employees in the organization can also be traced to the efficiency and effectiveness of the recruitment process with regard to job skills and placement strategy adopted. Employees that are placed on a job that does not match his/her skills will not perform up to the standard expected in the organization. However, the quality of service delivered to customers-clients of the organization indirectly determines the return purchase of such customer's clients which at the end impact positively or negatively on the overall performance of the organization. Thus, training and development can serve as the missing link to gauge underproductive employees and employees whose work

standard and service delivery are below expectations in the organization (Papa et al., 2018). There is a high tendency that when one cannot perform, frustration will set in leading to migration.

Employee Training and Development

There are several methods of training and development employed by most organizations to gauge employee job inefficiency. These methods are dependent on several factors such as organization's need, job performance needs, job duration, number of employees to be trained, the relative impact of the training among others (Oyeniya, 2011). When organization train, they have in mind needs to be taken care of but this is frustrating when they cannot retain due to migration. This calls for more people been trained and unpredictable situation in man power planning.

Migration and Wages/Salary

According to Iлека and Muogbo (2020) wages are the total earning a worker receives for the performance of services within a period of time. That they are equal to the product of an hourly rate, times the number of pieces plus houses, premiums and fringe benefits. Thus, a rate of pay may be based on time output or guaranteed hourly rate plus a bonus ordinarily based on the amount of extra work put beyond the standard required. Rose (2008) also defined "wage as a stated sum per price, hour, day or any other unit or period". Salary on the other hand refers to the weekly or monthly rates to clerical, administrative and professional employees. Salary is mostly determined by mutual agreement between the individual and the employer (Odoh, 2012). Thus, the impact of migration on wages has been carefully established in extant literature. According to Jose and Mely (2018) during migration, companies or employers in host countries, with their goal of maximizing their profitability, will set a wage rate that allows them to minimize costs for every unit of output they produce. Given the wage differences highlighted above, employers in more developed countries, which have the capacity to pay higher wages than employers in less developed countries, have a basically limitless demand for jobs from among similarly-skilled workers from less developed countries. Anyone from any approved sending country can apply for the same job, alongside local applicants in the host country. For instance, amid the surge in the working population, there are more youth today than jobs are available for them (Jose & Mely, 2018) such that globally, only 40% of people aged 15-24 are employed. Also, recent studies have analyzed the effects over time of immigrants in national labor markets segmented by skill (usually education-age groups). Changes in the supply of one skill in a national labor market, such as an inflow of college-educated immigrants, are assumed to affect the wages of workers in that skill group. Using data for the US over the period 1960–2000, one study estimated a negative effect of -0.76 of an increased share of immigrants in one skill group on the wages of native workers in the same skill group (Borjas, 2003) This is the largest negative estimated effect of immigrants on native wages in any of the reviewed studies (it is the negative outlier at the left edge of the histogram).

Concept of Recruitment

Recruitment is [the overall process](#) of identifying, sourcing, screening, shortlisting, and interviewing and selection candidates for [jobs](#) (either permanent or temporary) within an [organization](#). [Managers](#), [human resource](#) generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases [public-sector](#) employment, commercial [recruitment agencies](#), or specialist search consultancies are used for process. Internet-based technologies which enhance all aspects of recruitment are now widespread, including the use of artificial intelligence (Sulich, 2016). Similarly, [sourcing](#) is the use of one or more strategies to attract and identify candidates to fill job vacancies. It may involve internal and/or external [recruitment activities as advertising](#), using appropriate media such as [job portals](#), local or national [newspapers](#), social media, business media, specialist recruitment media, professional publications, window advertisements, job centers, career fairs, or in a variety of ways via the internet. Alternatively, employers may use recruitment consultancies or [agencies](#) to find otherwise scarce candidates—who, in many cases, may be content in their current positions and are not actively looking to move.

Theoretical Frame Work

This study is anchored on the Human Resource Based Theory of Wernerfelt 1984. The theory states that the organizational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable form the basis for a firm's sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive

advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm's history and culture, and generate tacit organizational knowledge (Odhong, et al., 2013). This theory recognizes manpower as the most valuable, non-substitutable and imperfectly imitable resource that a firm can successfully utilize to achieve organizational productivity and competitiveness. Resource-based theory is linked to human capital theory in that they both emphasize that investment in people adds to their value to the firm, (Baron and Armstrong, 2007). The success of an organization is heavily dependent on the active resources of an organization and these active resources are the human capital that determines the usage of the passive resources for an organization (Armstrong, 2009). The human resources are the pool of employees that are under the influence of employer especially in a contractual relationship within an organization. Organizations need human beings to achieve set goals and objectives and to enhance organization competitive edge especially among competing firms within an industry. Thus, the human resource-based theory is hinged on the importance of human beings for the successful establishment and competitive performance of a business enterprise. The theory relies on two assumptions for a successful competitive advantage in an organization (McDowall and Saunders, 2010). First, the theory assumes that firms within an industry operate on different competitive edge depending on the capability of the resource that they control. Secondly, it assumes that since a firm's resources are not mobile or traded within an industry, thus, a company can retain a competitive edge acquired through firm resources for a long period of time (Olusanya, Awotungase and Ohadebere, 2012). The emphasis of the theory, therefore, is that firms within an industry or strategic group compete with different resources with regard to human beings and thus, will have a different competitive advantage.). This theory is relevant to the proposed study because it emphasizes the importance of human resources efficiency at work and its effects on organization performance and sustainable competitive advantage. Thus, human resource efficiency in an organization cannot be overemphasized as it determines the success and or failure of an organization.

Methodology

The setting for the study is Federal University teaching hospital situated at Owerri municipal council local government of Imo State Nigeria. The study is focused on all the health workers in every Department Directorates, Units and Sections in the federal university teaching hospital Owerri Imo State. The researcher adopted a descriptive survey design for the study. The questionnaires were carefully administered to respondents, which represent the population of the study. It is geared towards collection of data for hypotheses testing. The justification for choosing the methods is based on the fact that the study is interested in gaining an understanding of the problem being investigated. The study is also interested in the attitude or opinion of the respondents as opposed to their behaviors. The survey method is ideal since large sample of respondents will be required and the researcher is interested in subjecting the collected data to rigorous statistical testing.

Populations of the study

This study has the entire medical professionals of federal University teaching hospital Owerri as a target population being approximately (4321) workers for the studies.

Sample size and Sampling Techniques

The sample size is made up of one hundred and eighty (180) health workers. It comprises of doctors, nurses, and administrative / pharmaceutical staff that are working in Federal University Teaching Hospital, Owerri. A multi stage sampling technique was adopted in this study. At first, the population was stratified into three using stratified sampling method, comprising doctors, nurses, and pharmaceutical staff. In each stratum, a total of sixty (60) respondents were purposively selected to make a total sample size of one hundred and eighty (180) respondents for the administration of the questionnaire.

Method of Data Collection and Administration

Data was collected using a structured questionnaire. It was systematically administered to the respondents on the ratio of 1:1 until it was administered to the entire targeted population. After the administration the researcher waited for the respondents to complete the filling of the questionnaire. On completion, the researcher collected the instruments from the respondents.

Sources of Data

Data for this study was obtained from both primary and secondary sources. Primary data was obtained through a structured questionnaire. The questions are closed-ended, and directed to collect relevant data from the health workers of the Federal University Teaching Hospital. The questionnaire is preferable because it is convenient for respondents to fill during their spare time. Secondary sources were information from existing literatures such as relevant textbooks, Journals and periodicals, and library source

The questionnaire used captures all the variables of study and provide relevant answers to the research questions. The instrument comprises of sections A, which covers general information about the employees, and section B, which addressed the relationship between migration and manpower planning of health workers in Federal University Teaching Hospital. The four-point Linkert type of rating scale was adopted as follows: strongly agree = 4, agree = 3; disagree= 2; strongly disagree = 1.

Validation of Instrument

Two instruments were used to collect data for the study. They are: Employee Migration Scale (EMS) and the Manpower planning Scale (MPS). The scales were developed by the researcher. A pilot study was used to obtain the reliability coefficient of the instrument. The scales reported reliability co-efficient Cronbach alpha 'of EMS=0.74 and MPS= 0.81.

Method of Data and Analysis

Data generated from the distinct sources will be analyzed descriptive and inferential statistics. The descriptive statistics include tables, percentages, and ranks for simple statistical comparison. However, inferential statistical techniques such as multiple linear regression model, analysis of variance (ANOVA) model, correlation model, partial linear regression model, and student t-test will be used either individually or collectively for the analysis of each research question or test of each hypothesis. Computation will be done electronically with the used of Statistical Packages for Social Sciences (SPSS) version 17.0. Test of significance will be done using the confidence level of 0.05 and 0.01 respectively.

Results

Assessment of the Prevalent Migration types peculiar to FUTH, Owerri

The purpose-oriented types of migration peculiar to the Federal University Teaching Hospital were descriptively assessed using percentages and ranks. The results presented in Table 1 depicted disparities based on respondents' perception of migration types. From the analysis, the most prevalent type of migration peculiar to FUTH Owerri is job/career migration that attracted 28 percent and rank 1st in the series. It was followed by international migration that attracted a proportion of 20 percent and ranked 2nd, while educational migration attracted a total of 18 percent and ranked 3rd in series. The implication of the pattern in the identified three migration types peculiar to FUTH is that, the population of the migrants are dominated by youth, career, and skilled personnel that make up most of competent work force require for sustainable manpower development and utilization in Nigerian health sector.

Other purpose-oriented types of migration peculiar to FUTH, Owerri are internal migration, health migration, forced migration, and tourism migration as shown in Table 1. However, each of the purpose-oriented types of migration attracted low percent. Unfortunately, the last four purpose-oriented types of migration are often characterized by aged and weak population whose levels of productivity are comparatively low.

Table 1: The Prevalent Purpose-oriented Types of Migration Peculiar to FMC

S/N	Variables	Perceived Proportion	Percentage (%)	Rank
1.	Health migration	14/180 * 100	8	5 th
2.	Education migration	32/180 * 100	18	3 rd
3.	Job/career migration	51/180 * 100	28	1 st
4.	Tourism migration	9/180 * 100	5	7 th
5.	Forced migration	11/180 * 100	6	6 th
6.	Internal Migration	27/180 * 100	15	4 th
7.	International migration	36/180 * 100	20	2 nd
Grand Total		180	100	

Assessment of Perceived Causes of Migration

The perceived causes of migration in FUTH were statistically determined using percentages and ranks. The results summarize in Table 2 revealed that the most focal cause of migration in FUTH is job insecurity with a proportion of 65, representing 36 percent and ranked 1st in the series. Other focal causes of migration are staff training and development with a proportion of 30, representing 17 percent and ranked 2nd. This was followed by nature of remuneration supported by 25 respondents, representing 14 percent and ranked 3rd in the series. The perceived focal causes aligned the historic incidences of strike action that is most common in the Nigerian medical sector within this 21st century in an attempt to draw government attention and compelled them to improve workers' better welfares (e.g. salaries, promotion, allowances, and staffing).

A further assessment of the causes of migration in FUTH based on results presented in Table 2 indicated that corrupt practices attracted a proportion of 20 respondents, representing 11percent while victimization leading to frustration attracted 18 respondents, presenting 10 percent in the series. However, internal conflicts and personal interest were supported by 16 and 6 respondents, representing 9 and 3 percent respectively. The multiplier effects of such dissatisfaction and conflict are partly responsible for frequent strike actions, voluntary resignation, malingering, absenteeism, and poor productivity in most public health facilities in Nigeria.

Table 2: The Assessment of Focal Causes of Migration in FMC, Owerri.

S/N	Variables	Perceived Proportion	Percentage (%)	Rank
1.	Nature of Remuneration	65/180 * 100	36	1 st
2.	Staff training and development	30/180 * 100	17	2 nd
3.	Job insecurity	25/180 * 100	14	3 rd
4.	Internal conflicts	16/180 * 100	9	6 th
5.	Corrupt practices	20/180 * 100	11	4 th
6.	Victimization/ Frustration	18/180 * 100	10	5 th
7.	Others (personal interest)	6/180 * 100	3	7 th
Grand Total		180	100	

Evaluation of Effect of Migration on Manpower Planning

A multiple linear regression model was adopted in the evaluation of the combined effect of migration on employment, staff promotion, workers' productivity, wages, and staff training. The results summarized in Table 3 gave a very high multiple regression coefficient of 0.969 that accounted for 96.4 percent of the total variance in the series. Furthermore, the regression square offered a very high coefficient of 0.939 that explained 93.9 percent of the proportion of variance in effect of migration that is attributed to manpower planning (i.e. employment, staff promotion, workers' productivity, wages, and staff training). However, the adjusted regression square coefficient offered 0.881, while the standard error of estimate associated with the model is 9.044.

Table 3: Linear Regression Model of Effect of Migration on Manpower Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.969	0.939	0.881	9.044

a. Predictors (Constant): Employment, promotion, productivity, wages, and training.
Source: Author’s Analysis (2023).

Test of Combined Effect of variation of Migration on Manpower Planning

In order to test for the combined effects of variation in migration types on staff employment, promotion, productivity, wages, and training in FUTH, ANOVA model was employed and the results summarize in Table 4 revealed that the sum of squares of the ANOVA is 6923.516 and a residual of 56.224 while the total sum of squares of the model is 6979.740 respectively. The mean squares give 161.012 for regression and 3.514 for residual. However, the calculated ANOVA model gives a very high value of 45.820 and is significance at 0.000 confidence level. On the contrary, the F-Critical value gives a comparatively very low value of 3.1007 at 0.001 confidence level. A comparison of the F- value (45.820) with the F-Critical (3.1007) led to the rejection of null hypothesis one. It is therefore declared that “Variations in perceived migration types have statistically significant effects on manpower planning (i.e. employment, staff promotion, workers’ productivity, wages, and staff training) in FUTH in Owerri, Imo State”.

Table 4: ANOVA Model of Effect of migration types on manpower planning

Model	Sum of Squares	Df	Mean Squares	F- value	P-Value	F-Critical
Regression	6923.516	43	161.012	45.820	0.000	3.1007
Residual	56.224	16	3.514			
Total	6979.740	59				

a. Predictors (Constant): Employment, wages, training, promotion, and productivity
Source: Author’s Analysis (2023).

The Relationships between Migration and Indicators of Manpower Planning

Discounting the combined effect of migration and manpower planning assess in the preceding subsections, frantic efforts were directed at establishing the relationships between migration and each indicator of manpower planning using partial regression model, partial correlation coefficient, and students’ T-test with intriguing results summarized in Table 5. The standardized partial regression model showed positive coefficient between migration (91.264) and promotion (19.372), promotion (13.372), and wages (10.324) respectively. That means, increase in incidences of emigration of labour force will reduce pressure on staff promotion, wages, and creates avenue for employment of new labour force to fill the existing job vacancies as sustained by positive relationship. On the contrary, migration (91.264) exhibited negative relationship with staff productivity (-0.469) and staff training (-3.425). The inverse relationship suggests that shortage of manpower due to emigration will attracts low productivity per staff due to overload and the corresponding denial of staff right for appropriate welfare packages such as further training, leave, and others, thereby causing dissatisfaction and more conflicts.

Students’ T-test was further employed as a surrogate for testing the significant relationship between migration and each indicator of manpower planning in FMC, Owerri. From the results presented in Table 5, migration exhibited a statistically significant positive value of 67.426 with promotion (37.010), employment (21.085), and wages (10.324) each at 0.05 confidence level. On the contrary, staff training, (-9.639) and productivity (-6.781) portrayed inverse relationship each and were statistically insignificant at 0.05 confidence level.

The interrelationship between migration and each indicator of manpower planning in FUTH was carried out using partial correlation model because of its predictive power. The results revealed variations with very high correlation coefficient of -0.992 for staff employment prospect, 0.990 for staff promotion prospect, 0.906 for workers’ wages prospect, -0.895 for staff training prospect, and -0.789 for staff productivity prospect. Each indicator of manpower planning was statistically significance at 0.01 and 0.05 confidence level respectively, regardless of the pattern.

Table 5: Regression and correlation coefficients of Migration and Manpower Planning.

Model	Unstandardized Coefficients		Standardized Coeff.	T	Sign.	Correlation Partial
	B	Std. error	Beta			
1 Constant	91.264	12.290	67.426	0.000
Employment	35.068	16.819	13.372	21.085	0.002	-0.992
Promotion	58.303	8.329	19.372	37.010	0.001	0.990
Productivity	-3.382	0.499	-0.469	-6.781	0.093	-0.789
Wages	12.059	0.175	10.324	11.761	0.054	0.906
Training	-1.817	0.189	-3.425	-9.639	0.066	-0.895

a. Predictors (Constant): Employment, promotion, productivity, wages, and training.

Source: Author's Analysis (2023).

Discussion of Findings

This study examined the effects of migration on manpower planning of health workers in Federal University Teaching Hospital (FUTH)Owerri, Imo State, Nigeria. Thus, the first research question on the purpose-oriented types of migration peculiar to the Federal University Teaching Hospital were descriptively assessed using percentages and ranks. From the analysis, Table 1 the most prevalent type of migration peculiar to FUTH Owerri is job/career migration that attracted 28 percent and rank 1st in the series. It was followed by international migration that attracted a proportion of 20 percent and ranked 2nd, while educational migration attracted a total of 18 percent and ranked 3rd in series. The implication of the pattern in the identified three migration types peculiar to FUTH is that, the population of the migrants are dominated by youth, career, and skilled personnel that make up most of competent work force require for sustainable manpower development and utilization in Nigerian health sector

This finding is very clear and agrees with the prevalent migration types in the Nigeria healthcare system. It is pertinent to state the fact that migrating health workers in Nigeria are mostly moving to get better job opportunities in the rich countries. Many also migrate with the intention to develop their career where there is enabling facilities and resources to do so. This is the reason for the current upsurge of migration in the health industry.

Also, research question two investigated the focal causes of migration in FUTH Owerri. The results summarize in Table 2 revealed that the most focal cause of migration in FUTH is job insecurity with a proportion of 65, representing 36 percent and ranked 1st in the series. Other focal causes of migration are staff training and development with a proportion of 30, representing 17 percent and ranked 2nd. This was followed by nature of remuneration supported by 25 respondents, representing 14 percent and ranked 3rd in the series. The perceived focal causes aligned the historic incidences of strike action that is most common in the Nigerian medical sector within this 21st century in an attempt to draw government attention and compelled them to improve workers' better welfares (e.g. salaries, promotion, allowances, and staffing).

A further assessment of the causes of migration in FUTH based on results presented in Table 2 indicated that corrupt practices attracted a proportion of 20 respondents, representing 11percent while victimization leading to frustration attracted 18 respondents, presenting 10 percent in the series. However, internal conflicts and personal interest were supported by 16 and 6 respondents, representing 9 and 3 percent respectively. The multiplier effects of such dissatisfaction and conflict are partly responsible for frequent strike actions, voluntary resignation, malingering, absenteeism, and poor productivity in most public health facilities in Nigeria. Thus, the present result is not a product of chance factor. It is very clear that in recent times, many health workers who migrate to the developed countries of Europe and America present the need for better job opportunities as among their major reasons to migrate. Also, a large proportion of them confirm that they travel to developed nations to develop their career, while many others travel because they want to further their education in different world setting.

Therefore, the result is in line with Nathan, Erka, Lisa and Ines (2013). These researchers reported that people migrate for a variety of reasons. These reasons are known as 'push' and 'pull' factors that cause migration

movements. Push factors are difficulties at home which create an incentive to leave, such as war, persecution and famine. Pull factors are incentives to go to a new location, such as good jobs, free farmland or the discovery of valuable resources such as gold, petroleum, and other valuable resources. Similarly, this finding agrees with the report that the working environment of doctors in Nigeria is not optimal. Necessary medical equipment is in short supply in many public health institutions at the primary, secondary and the tertiary levels. Majority of doctors, especially doctors under training working in public health institution in Nigeria are dissatisfied with their job (Akinyemi & Atilola, 2013; Ugwa, Muhammad & Ugwa, 2014). There is also challenge of inter-professional rivalry and poor harmonious working relationships among the various professional groups in the health sector especially, the secondary and tertiary health institutions (Akinwumi, 2010; Alubo & Hunduh, 2017). These situations have led to many industrial actions in the past (Omisore, Adesoji & Abioye-Kuteyi, 2017). These reasons and poor salaries, had prompted many doctors, especially young medical graduate and resident doctors to leave and many more currently having intention to migrate to other countries to work. In this regard, government should create a viable work environment to stimulate the interest and motivation of health workers to stay and work in Nigeria.

Furthermore, the study evaluated the effect of migration on manpower planning in FUTH Owerri. A multiple linear regression model was adopted in the evaluation of the combined effect of migration on employment, staff promotion, workers' productivity, wages, and staff training. The results summarized in Table 3 gave a very high multiple regression coefficient of 0.969 that accounted for 96.4 percent of the total variance in the series. Furthermore, the regression square offered a very high coefficient of 0.939 that explained 93.9 percent of the proportion of variance in effect of migration that is attributed to manpower planning (i.e. employment, staff promotion, workers' productivity, wages, and staff training). However, the adjusted regression square coefficient offered 0.881, while the standard error of estimate associated with the model is 9.044.

The reason for this result could be that it is a natural thing that in situations like this where professional health workers are massively exiting from the institution, there is the tendency for challenges and problems to occur in the institution's human resource planning processes. Since the issue of recruitment, staff promotion, workers productivity, and wages and so on are constituents of manpower planning, it therefore, means that the migration of workers will obviously affect the human resource planning process. In that regard, this finding corroborates Siankam (2011) report that migration creates space for brain drain to occur in the country's health work force and has continued to pose serious problem to man power planning in Nigeria. Also, Jenifer (2023) pointed that migration trend is considered a problem because the most highly skilled and competent individuals leave the country and contribute their expertise to the economy of other countries. Thus, looking at the nature of this result, it is very necessary that good working atmosphere and adequate facilities should be made functionally available in the country's health care system to reduce the rate of migration of health workers which in turn will facilitate stable and effective manpower planning process.

Similarly, the study examined the combined effect of variation of migration types on staff employment, promotion, productivity, wages, and training in FUTH, ANOVA model was employed and the results summarized in Table 4 revealed that the sum of squares of the ANOVA is 6923.516 and a residual of 56.224 while the total sum of squares of the model is 6979.740 respectively. The mean squares give 161.012 for regression and 3.514 for residual. However, the calculated ANOVA model gives a very high value of 45.820 and is significance at 0.000 confidence level. On the contrary, the F-Critical value gives a comparatively very low value of 3.1007 at 0.001 confidence level. A comparison of the F- value (45.820) with the F-Critical (3.1007) led to the rejection of null hypothesis one. It is therefore declared that "Variations in perceived migration types have statistically significant effects on manpower planning (i.e. employment, staff promotion, workers' productivity, wages, and staff training) in FUTH in Owerri, Imo State. Thus, this finding indicates that differences in the nature of migration exercise significant effect on manpower planning factors. This is attested by Akinyemi and Atilola (2013). Their study reported that the emigration of Nigerian health workers to the western countries in Europe and Americas has reached an alarming rate. This finding has succinctly portrayed the degree at which the human resources in the healthcare system is depleting through migration. Thus, this trend is without doubts, affecting human resource planning and development in the system. In the same vein, Siankam (2011) aver that migration result to the issue of brain drain in the system. It poses serious problems to manpower planning. Therefore, efforts should be geared towards improving on the work conditions of healthcare workers in the manner that bring effective human resource outcomes.

Also, discounting the combined effect of migration and manpower planning assess in the preceding subsections, frantic efforts were directed at establishing the relationships between migration and each indicator of manpower planning using partial regression model, partial correlation coefficient, and students' T-test with intriguing results summarized in Table 5. The standardized partial regression model showed positive coefficient between migration (91.264) and promotion (19.372), promotion (13.372), and wages (10.324) respectively. That means, increase in incidences of emigration of labour force will reduce pressure on staff promotion, wages, and creates avenue for employment of new labour force to fill the existing job vacancies as sustained by positive relationship. On the contrary, migration (91.264) exhibited negative relationship with staff productivity (-0.469) and staff training (-3.425). The inverse relationship suggests that shortage of manpower due to emigration will attracts low productivity per staff due to overload and the corresponding denial of staff right for appropriate welfare packages such as further training, leave, and others, thereby causing dissatisfaction and more conflicts.

Students' T-test was further employed as a surrogate for testing the significant relationship between migration and each indicator of manpower planning in FUTH, Owerri. From the results presented in Table 5, migration exhibited a statistically significant positive value of 67.426 with promotion (37.010), employment (21.085), and wages (10.324) each at 0.05 confidence level. On the contrary, staff training, (-9.639) and productivity (-6.781) portrayed inverse relationship each and were statistically insignificant at 0.05 confidence level. The interrelationship between migration and each indicator of manpower planning in FUTH was carried out using partial correlation model because of its predictive power. The results revealed variations with very high correlation coefficient of -0.992 for staff employment prospect, 0.990 for staff promotion prospect, 0.906 for workers' wages prospect, -0.895 for staff training prospect, and -0.789 for staff productivity prospect. Each indicator of manpower planning was statistically significant at 0.01 and 0.05 confidence level respectively, regardless of the pattern.

This result is not a surprise in that, it is only normal to accept outcomes when issues like migration affects indices of human resource planning. Looking at the outlined factors of manpower planning, (employment, promotion, wages and training), one would convincingly notice that the exit of workers in the form of migration will surely alter the affected institution's planning process. Thus, the aforementioned factors of manpower planning are quite central in planning and development in every organization. Thus, the result is in congruence with Jose and Mely (2018). They reported that during migration, companies or employers in host countries, with their goal of maximizing their profitability, will set a wage rate that allows them to minimize costs for every unit of output they produce. Given the wage differences highlighted above, employers in more developed countries, which have the capacity to pay higher wages than employers in less developed countries. Moreso, it agrees with Borjas (2003). The researcher reported that using data from the US over the period 1960–2000, one study estimated a negative effect of -0.76 of an increased share of immigrants in one skill group on the wages of native workers in the same skill group. The indication is that migration affects manpower planning looking at the factors used in this study.

Summary of Findings

1. The most prevalent type of migration among the health workers is job career migration, followed by international migration then education.
2. Insecurity and poor remuneration were discovered to be major causes of migration. These are strong push features of migration. Following them in rank are corrupt practices and victimization.
3. The observed high rate of migration creates problems in staff training, promotion and productivity. This is really challenging for manpower planning.

Conclusion

The emigration of health workers from Nigeria foretells a serious effect on manpower planning and development in the country's healthcare system. This is because the available data on migration indicates that the rate of exit from the system is so high that it has resulted to shortage of healthcare workers. Also, migration for employment opportunities, better life and sound career development was identified to be prevalent among the migrating health

workers in Nigeria. The study further found that insecurity, poor remuneration, inadequate facilities were among the major causes of health workers migration to the developed countries.

Other findings from the study pointed that migration of healthcare workers result to depletion of manpower, both skilled and unskilled, thereby causing serious socioeconomic problems that could result to brain drain of the country's resources. The mass exit of health workers results to loss of revenue, frustration and poor management of the remaining available human resources. The need to create a conducive working environment should be given express attention by the government as a way to regulate and reduce the rate at which health workers are leaving for the developed countries

Recommendation

This study investigated the influence of migration on manpower planning of health workers in Federal University Teaching Hospital Owerri. The findings of the study indicates that:

1. Migration affects manpower planning of health workers, it is recommended that government should advance policies and programmes that will reduce health workers interest and intentions to migrate.
2. It also showed that health workers migrate for various reasons. Based on these, adequate wages and remuneration packages should be designed and implemented for healthcare workers.
3. Relevant authorities should organize seminars and workshops for health workers, wherein they would be given emotional intelligence training to help them develop good inter personal interactional skills necessary for working together. When these are put in place, it will go a long way to discouraging healthcare workers intentions to migrate to developed countries

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