

**BRAIN DRAIN AMONG HEALTH WORKERS AND RETENTION  
STRATEGIES IN UNIVERSITY COLLEGE HOSPITAL, IBADAN,  
NIGERIA**

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**JULY, 2024**

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NIGERIA**

**BY**

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**B.Sc International Relations, Covenant University, Ota, Ogun State.**

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**JULY, 2024**

## **ACCEPTANCE**

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the degree of Master of Science (M.Sc.) in Public Administration in the Department of Political Science and International Relations, College of Leadership and Development Studies, Covenant University, Ota, Nigeria.

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## **DECLARATION**

I, **OBOZEKHAI, ESTHER EWENME (16AH020398)** declare that this research was carried out by me under the supervision of Dr. Ugochukwu D. Abasilim, of the Department of Political Science and International Relations, College of Leadership and Development Studies, Covenant University, Ota, Ogun State, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

**OBOZEKHAI, ESTHER EWENME**

**Signature and Date**

## **CERTIFICATION**

We certify that this dissertation titled **BRAIN DRAIN AMONG HEALTH WORKERS AND RETENTION STRATEGIES IN UCH, IBADAN, NIGERIA** is an original research carried out by **OBOZEKHAI, ESTHER EWENME (16AH020398)** in the Department of Political Science and International Relations, College of Leadership and Development Studies, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Ugochukwu D. Abasilim. We have examined and found this work acceptable as part of the requirements for the award of Master of Science (M.Sc.) in Public Administration.

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(External Examiner)

**Signature and Date**

**Prof. Akan B. Williams**  
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**Signature and Date**

## **DEDICATION**

This dissertation is dedicated to God for His Love, Mercy, Divine Favour, Divine Protection and Provision, Journey mercies and His Presence that never left my side throughout my Master's programme. Thank you, Jesus.

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## TABLE OF CONTENTS

CONTENT	PAGES
COVER PAGE	
TITLE PAGE	ii
ACCEPTANCE	iii
DECLARATION	iv
CERTIFICATION	v
DEDICATION	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS	x
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF APPENDICES	xv
LIST OF ABBREVIATIONS	xvi
ABSTRACT	xvii

### CHAPTER ONE: INTRODUCTION

1.1	Background to the Study	1
1.2	Statement of the Problem	3
1.3	Research Questions	5
1.4	Objectives of the Study	5
1.5	Research Hypotheses	6
1.6	Significance of the Study	6
1.7	Scope of the Study	8
1.8	Operational Definition of Terms	9

### CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1	Preamble	11
2.2.1	The Concept of Brain Drain	11
2.2.2	The Concept of Retention Strategies	18
2.2.3	Multifaceted Effects of Brain Drain on Organisations, Higher Education	23
2.2.4	Retention Strategies Implemented in Mitigating Brain Drain in Organisations	27
2.2.5	Shortcomings of Retention Strategies Contributing to Brain Drain in Organisations	30
2.2.6	Influence of Institutional Policies on Retention Strategy Formulation in Organisations	33
2.2.7	Implications of Brain Drain on Retention in the Health Sector	35

2.2.8	Actionable Recommendations for Enhancing Retention Strategies	38
2.2.9	Brain Drain and Retention Strategies: Evidence from Previous Studies	45
2.3	Theoretical Framework	52
2.4	Schematic of the Study	55
2.5	Gap in Literature	57

### **CHAPTER THREE: RESEARCH METHODS**

3.1	Preamble	59
3.2	Research Design	59
3.3	Population of the Study	59
3.4	Sample Size	59
3.5	Sampling Frame	60
3.6	Sampling Technique	60
3.7	Method of Data Collection	60
3.8	Instruments of Data Collection	61
3.9	Method of Data Analysis	62
3.10	Validity and Reliability of Instruments	63
3.11	Ethical Consideration	65
3.12	Description of the Study Area	65

### **CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS**

4.1	Preamble	68
4.2	Response Rate of Questionnaire Administered	68
4.3	Test of Hypotheses	76
4.3.1	Testing Hypothesis One	76
4.3.2	Testing Hypothesis Two	78
4.3.3	Testing Hypothesis Three	78
4.3.4	Testing Hypothesis Four	79
4.4	Qualitative Findings Through Interview	80
4.4.1	Existing Retention Strategies Implemented at UCH, Ibadan, to Mitigate the Brain Drain among Health Workers	80

4.4.2	Effectiveness of the Retention Strategies in Reducing the Brain Drain of Health Workers at UCH, Ibadan	83
4.4.3	Deficiencies within the Retention Strategies that Contribute to the ongoing Brain drain among Health Workers in UCH, Ibadan	83
4.4.4	Influence of Institutional Policies on the Development and Implementation of Retention Strategies to Mitigate Brain Drain among Health Workers in UCH.	93

## **CHAPTER FIVE: DISCUSSION OF FINDINGS**

5.1	Preamble	100
5.2	Existing Retention Strategies Implemented at UCH, Ibadan to Mitigate The Brain Drain among Health Workers.	100
5.3	Effectiveness of the Retention Strategies in Reducing the Brain drain among Health Workers at UCH, Ibadan.	102
5.4	Deficiencies within the Retention Strategies that Contribute to the ongoing Brain Drain of Health Workers in UCH, Ibadan.	104
5.5	Influence of Institutional Policies on the Development and Implementation of Retention Strategies to Mitigate Brain Drain among Health Workers in UCH	108
5.6	Views of Brain Drain and Retention Strategies in UCH, Ibadan (Open-Ended)	109

## **CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS**

6.1	Preamble	112
6.1.1	Summary	112
6.1.2	Contributions to Knowledge	114
6.1.3	Recommendations	114
6.1.4	Conclusion	117
6.1.5	Limitations of the Study	117
6.1.6	Suggestions for Further Studies	118

<b>BIBLIOGRAPHY</b>	<b>121</b>
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## **LIST OF TABLES**

<b>TABLES</b>	<b>LIST OF TABLES</b>	<b>PAGES</b>
3.1	Summary Result of the Reliability analysis for the instrument	64
4.1	Demographic Characteristics of the Respondents in UCH, Ibadan	69
4.2	Responses on Brain Drain Among the Respondents in UCH, Ibadan	70
4.3	Responses on the Perception of the Current Retention Strategies In UCH, Ibadan	71
4.4	Responses on the Rating of the Effectiveness of the Current Retention Strategies in UCH, Ibadan	72
4.5	Responses on the Identifiable Deficiencies within the Current Retention Strategies in UCH, Ibadan	73
4.6	Responses on the Rating of the Institutional Policies Development and Implementation of Retention Strategies in UCH, Ibadan	74
4.7	Responses on the Rating of the Observable Improvement in Retention Rates and Reduction of Brain Drain in UCH, Ibadan	75
4.8	Summary of the Result of Linear Regression for the Impact of the Current Retention Strategies on Brain Drain in UCH, Ibadan	76
4.9	Summary Result of the ANOVA for the Linear Regression for the Impact of Current Retention Strategies on Brain Drain	76
4.10	Parameter Estimates of Linear Regression Showing the Impact of Retention Strategies on Brain Drain in UCH, Ibadan	77
4.11	Relationship Between the Effectiveness of Current Strategies and Brain Drain among Health Workers in UCH, Ibadan	78
4.12	Relationship Between the Identifiable Deficiencies and Brain Drain in UCH, Ibadan	79
4.13	Relationship Between Institutional Policies and Brain Drain in UCH, Ibadan	80

## **LIST OF FIGURES**

<b>FIGURE</b>	<b>LIST OF FIGURES</b>	<b>PAGES</b>
2.1	Schematic of the Study	56
3.1	Organogram of University College Hospital	67
4.1	Participants Perception about Existing Retention Strategies in UCH Ibadan	82
4.2	Deficiencies of Retention Strategies that Contributed to the Brain Drain of Health Workers in UCH, Ibadan	84
4.3	Responses on Deficiencies within the Existing Retention Strategies in UCH, Ibadan	89
4.3.1	Responses on Deficiencies within the Existing Retention Strategies in UCH, Ibadan	90
4.3.2	Responses on Deficiencies within the Existing Retention Strategies in UCH, Ibadan	91
4.3.3	Responses on Deficiencies within the Existing Retention Strategies in UCH, Ibadan	92
4.4	Perception About How Institutional Policies Relate with the Implementation and Development of Retention Strategies to Mitigate Brain Drain of Health Workers in UCH, Ibadan	95
4.5	Suggestions for Modifying Institutional Policies to Reduce Brain Drain Of Health Workers in UCH, Ibadan	97

## **LIST OF APPENDICES**

<b>APPENDIX</b>	<b>LIST OF APPENDICES</b>	<b>PAGES</b>
A	Cover Letter	136
B	Questionnaire	137
C	Interview Schedule	139
D	Interview Responses	140
E	Statistical Package for Social Sciences (SPSS) Outputs	152
F	Qualitative Data Analysis on Brain Drain and Retention Strategies	159
F	Covenant University Ethical Certificate	160
G	UI/UCH Ethical Certificate	161
H	Chief Medical Advisory Committee (CMAC) Approval	162

## LIST OF ABBREVIATIONS

WHO	World Health Organisation
UCH	University College Hospital
NMA	Nigerian Medical Association
MDCN	Medical and Dental Council of Nigeria
NARD	National Association of Resident Doctors
WMA	World Medical Association
HRM	Human Resource Management
UI	University of Ibadan
LUTH	Lagos University Teaching Hospital
UNILAG	University of Lagos
UN	United Nations
UK	United Kingdom
COVID-19	Corona Virus Disease of 2019
CBN	Central Bank of Nigeria
USA	United States of America
CMAC	Chairman Medical Advisory Committee
DSCS	Delta State Civil Service
LMICs	Low- and Middle-Income Countries
IV	Independent Variable
DV	Dependent Variable
MV	Moderating Variable
KII	Key Informant Interview
RCR	Responsible Conduct of Research
HCWs	Health Care Workers



## ABSTRACT

The brain drain among health workers from developing to developed countries remains a critical issue on healthcare systems, notably at the University College Hospital, Ibadan, Nigeria. In this regard, this study gave practical and evidence-based recommendations geared at reducing the brain drain among health workers and improving the strategies for retaining them within UCH, Ibadan. The subsidiary objectives highlighted the existing retention strategies, evaluated their effectiveness, identified the deficiencies within the strategies, and how the institution's policies relate to the implementation. In this explanatory mixed-method design study, quantitative data were collected from 225 doctors and nurses using structured questionnaires, and some qualitative insights were obtained from 19 Key Informants namely, surgeons, senior consultants, assistant chief nursing officer amongst others. The findings were interpreted using SPSS software 27 for statistical analyses and ATLAS.ti 24 software for the thematic analysis. The findings indicated that UCH Ibadan retention strategies are limited and have yet to effectively mitigate the brain drain among its health workers. However, from the regression analysis it shows that the more the effective retention strategies are, the less occurrence of brain drain among health workers. The study also revealed a high positive relationship between identifiable gaps in current retention strategies and the continuous brain drain, with a correlation coefficient of 0.221,  $p < 0.05$ . On the contrary, institutional policies were not significantly associated with brain drain and maintained an extremely weak positive relationship, evidenced by the correlation coefficient of 0.092 ( $p > 0.05$ ). This study was limited to UCH, Ibadan, and 2021-2023. Hence, generalisability to other healthcare institutions is limited. This research adds to understanding healthcare worker retention and brain drain dynamics at UCH, Ibadan. It provides empirical evidence for the implementation of context-specific retention strategies. Relevant stakeholders, including hospital management and institutional policymakers, must collaborate to implement targeted interventions that address identified gaps in retention strategies and institutional policies. These are efforts to stabilise healthcare workforce dynamics and ensure enhanced organisational performance. Evidence-based retention strategies can then be implemented at the UCH, Ibadan, to avert the brain drain, leading to improved job satisfaction and healthcare delivery. Among the recommendations, an overhaul of institutional policies on compensation, career development, and work-life balance is needed. This study concludes that there is a significant relationship between brain drain and retention strategies and also this study reiterates that the need for such retention strategies to be enhanced at UCH, Ibadan, is evident, as great urgency is required in the face of this brain drain among healthcare workers.

***Keywords: Brain Drain, Employee Retention, Healthcare Workers, Retention Strategies, University College Hospital, Ibadan***