

**APPLICATION OF EQUITY THEORY ON SKILLED MANPOWER
RETENTION: A STUDY OF MEDICAL PRACTITIONERS IN PUBLIC
SPECIALIST HOSPITALS IN ENUGU METROPOLIS, NIGERIA**

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ABSTRACT

Verifiable evidences abound, which show that as at today there are many more patients than there are medical practitioners in an unbalanced proportion in public health institutions in Nigeria, and therefore, could be described as unhealthy to the health of Nigerian citizens. Evidences also show that there are high rate of attrition among the medical practitioners in Nigeria due to job dissatisfaction in their workplaces. Therefore, a call for means that can be used in retaining these key personnel that are required in the provision of health services to her citizens should be seen as a necessity. This paper is set out to examine the applicability of equity theory on skilled manpower retention in Nigerian public specialist hospitals. A descriptive survey research was adopted for the study, and correctional design as its method was used for analysis. Pearson Moment Correlation Coefficient was used to determine the internal consistency. The entire populations of 226 medical practitioners were studied, which also formed the sample size. The study is quite significant to the owners, employers and managers of Nigerian public health institutions, most especially, at this time there is a general growing resentment on salary disparity among the health service employees of states government on one hand, and the federal government, on the other hand. This perceived salary disparity between the two major government health-service providers could contribute for the observed job dissatisfaction among the medical practitioners, more especially, among the state owned health service institutions. The study found strong relationships between job satisfaction as provided by equity theory and the respondent's decision to stay with the current organizations.

KEYWORDS: Equity Theory Skilled Manpower Retention Medical Practitioners Public Specialist Hospitals Enugu Metropolis, Nigeria

INTRODUCTION

Background of the Study

One, irrespective of organization or management based discipline or school of taught, could imagine the costs associated with staffing processes in organizations. The costs could arise from planning to implementation stages through recruitment and selection, training and development, integration and replacements, etc. This may strongly suggest that the reasons and directions of such costs should naturally attract the attention of organizations that strive for growth, survival, and competitive edge. An issue which could be said to be striking, and therefore, needs more attention is when the employees whom so much have been spent upon embark on voluntary withdrawal from their organizations, even at the

slightest excuse or at no excuse at all. In the works of Mylene (2008); Samuel(2008); Muhammad, Rizwan and Yasin (2011), a common view was expressed that a lot of advantages could be gained through retention of organization employees such as reduction in economic costs, motivation via job satisfaction, organization commitment, competitive edge, and organizational efficiency.

Some authors such as Mbanefoh (2007); Emeagwali (2010); Mba and Ekeopara (2012); Crush and Pendleton(2012) have all in unity of opinion agree that although employee attrition(voluntary withdrawal) affects different institutions and people differently, the most visible impact has been on the health service sector in Nigeria and sub-Sahara Africa in general. These authors further opined, through the same works, that the health of the citizens of these countries has been precariously affected due to health service employee attrition.

Among the health service employees being referred here by the immediate above authors are the medical practitioners. A medical practitioner has been described by the New Webster's Dictionary of English Language, International Edition (1972) as that which is concerned with or relating to the practice of medicine. Further, it described medicine as any drug or remedy or the service of diagnosis and treatment of diseases, and the care of the injured. Based on the foregoing, a medical practitioner could be used to describe a physician, surgeon or medical doctor, thereby excluding other medical services such as nursed, laboratory scientists, and other complementary or alternative medicine.

Aigbovo (2013) asserts that world over, medical practices deal with human life, which cannot be reproduced no matter the level of expertise or cerebral competence. This assertion may suggest, strongly, the importance people as well as institutions attach to medical practices. To be able to carry out or discharge this important function well, such personnel are required to possess requisite skills and knowledge. Hence, they could be sufficiently classified under skilled manpower in organizations. This classification is also in line with the assertion of Wikipedia, the free encyclopedia, which states that medical practices properly require both detailed knowledge of academic discipline underlying diseases and their treatment. This, it described as the science of medicine, and competence in its applied practice as the art or craft of medicine. Mylene(2008) observes that retaining skilled manpower personnel has always been a human resource problem in organizations. It then becomes imperative for organization managers to find a more appropriate means of retaining such skilled manpower in their organizations.

STATEMENT OF THE PROBLEM

It could be openly observed that as at today, there are many more patients than there are medical practitioners in a given proportion in Nigeria Health Service providers, not excluding specialist public hospitals in Enugu metropolis, Enugu State. In more concrete reality, Mbanefoh (2007) observes doctor – patient ratio of Nigerians to be 1:24,007, as against world standard of 1:5000. The author also in the same work cites Broadman (2005), who made a vital prediction that sub-Sahara Africa, which Nigeria is among, was growing in human population at the rate of 2.3% per annum. The study further suggested that because of an unabated migrating flow of health professionals, the Nigeria doctor – patient ratio would undoubtedly be worse presently than it was some three decades

The Federal Government of Nigeria, using the Draft National Human Resources for Health Strategic Plans (2008-2012) has come to recognize that health sector in Nigeria was facing a major human resource crisis. They attribute this to mal-distribution of the available professionals. In a research, Mamah (2015) collected data from the human resource

departments of the three specialist public hospitals located in Enugu metropolis, Enugu state, Nigeria, which show that between 2008 and 2012, at a population of 894(Eight Hundred and Ninety Four) of medical practitioners serving in these hospital, 191, (One Hundred and Ninety One) representing about 21.36%, voluntary resigned from service within the period. In this paper, the rate of the attrition is considered to be high, bearing in mind the already observed low ratio of medical practitioner to patient, as some literature portrayed above.

Joined to elucidate the profession of medical practices is Wikipedia, the free encyclopedia report, which says that in western tradition, medical practitioners are considered to be members of learned profession, who enjoy high social status, and often combined with expectations of high and stable incomes and job security. It could justifiable to say here that it is not only in western tradition that medical practitioners are respected with such high status; in Nigeria and sub-Sahara Africa, the story is same.

The 'Hippocratic Oath' rests on the issue of medical practice, which requires that medical practitioners should show exceptional consideration, compassion and benevolence for their patients. Hippocratic Oath governs the practicing codes of ethics in honor of Hippocrates, who was an ancient Greek physician, always referred to as the 'Father of Medicine' (Wikipedia, the free encyclopedia). Based on this ethical requirements on the medical practitioners, one could then suggest that it is a profession seen with more of humanitarianism where by other work-conditions such as reward (remuneration) systems are less in importance, and therefore, do not constitute much of the elements of job satisfaction.

However, the reports of Waldman, Kelly, Arora and Smith (2004); Ologunde, Asalu and Elumide (2006); Mathuer, I and Imhoff, I. (2006); Mbanefoh (2007); Emeagwali (2010); Wyk (2006); Lambrou, Kontodinopulis and Niakas (2010) observe that lack of job satisfaction, which embodies poor motivational strategy in terms of poor remuneration and pay disparity, appears consistently as one of the reasons for high attrition rates among the staff of health institutions, not excluding medical practitioners, in Nigeria and sub-Sahara Africa. While identifying the major cause of health workers attrition to be in the area of job satisfaction and motivational strategies these works and some other works being referred to here were short of identifying or suggesting the exact job satisfaction/motivational strategy that can influence the medical practitioner's job satisfaction, and hence, and in the corollary serve to retain same. However, Al-Zawahreh and Al-madi (2003), by citing Alves and Rossi (1978) are of the view that people with high prestige occupations such as physicians would expect higher pay to reflect their social status. Further, their study observed that employees in general, use the on-going rate of occupation as basis for pay equity judgment.

Based on the foregoing reports which identified that though medical practitioners ought to be primarily guided by their Hippocratic Oath, that is, more of humanitarianism in the conduct of their jobs, they are as well affected by some conventional work environments such as reward systems, which could impact on their job satisfaction/motivation, and a precursor for making decision about a place to be. Subsequently, the identification of job satisfaction /motivational strategy that could impact more on the retention of medical practitioners in these study areas becomes imperative.

OBJECTIVE OF THE STUDY

The main objective of the study is to investigate the applicability of equity theory on skilled manpower retention of medical practitioners in public specialist hospitals in Enugu metropolis, Enugu state, Nigeria.

Significance of the Study

The study shall be of immense benefit to the federal and state governments, their ministries and agencies, as well as the human resource managers of health institutions, more especially, specialist hospitals in Nigeria. The findings would enable these institutions and their managers to acquire more new knowledge about the more effective means of employee retention strategies with an aim at addressing the high incidences of medical practitioners' attrition. It shall as well add to the growing literature on the application of equity theory as a job satisfying/motivating instrument that could enhance the retention strategy of medical practitioners within their employ.

Theoretical Framework

For this paper, the theoretical framework is that of Adams, S. J. Equity Theory. This theory is often called equity theory of motivation/job satisfaction. Yet, in some quarters, it has many names and nomenclatures such as inequity theory, social exchange, exchange theory, and so on and so forth. The theory has been credited to Adams, S. J. in 1963. Description of this theory has been done by various authors such as Peretomode (2006); Robbins and Judge (2007); Armstrong (2009), among others. According to their description, the theory's assumptions are based on the premise that in addition to being rewarded for their performance, employees in general would want also those rewards to be fair and just relative to what others, most especially, in similar works receive. The need for fair treatment is therefore the basis for equity. Further, the description states that people strive hard to achieve and maintain a state of equity or fairness in order to maintain an internal psychological balance. Equity theory, which could be described as perspective here, emphasizes a role performer. The individuals, in this case employees, must believe that in terms of pay and other kinds of rewards they are receiving equal/ or fair or just to what such contribute to the process that brings the rewards. In addition, the theory is of the view that individuals perceive what they get from job situation (outcomes) in relation to what they put in (inputs), and then compare the outcomes-inputs relationship (ratio) to be equal, to some extent, with that of the relevant others (referents), with whom the comparison is done (Adams, J. S., 1978). When this is done favorably, a state of equity would deem to exist. The occurrences of the two positions could result to job satisfaction, and a willingness for individuals to remain with the current organization at one hand, and job dissatisfaction/unwillingness to stay with the organization at the other hand.

Literature Review Concepts and Definitions: Job Satisfaction and Tenure/Retention

Job attitude has been used to describe job satisfaction by Robbins and Judge (2006). Mamah (2015) defines job attitude as motion laden manner of thoughts especially in workplaces, which could induce one, in this case, employee to act in certain directions. This description by Mamah was observed to be in line with the view expressed by Robbins and Judge (2006), which states that employee's assessment of how satisfied or dissatisfied he or she with a job is a complex summation of numbers of discrete job elements. Based on the foregoing views, some of the definitions of job satisfaction, which could be said to be relevant here, as cited in Peretomode (2006), are thus re-stated: -

- The pleasurable or positive emotional state that results from the appraisal of one's job or job experience;
- Any combination of psychological or physiological environmental circumstances that can cause a person to say 'I am satisfied with my job';
- All the characteristics of a job, itself and the work environment in which employees find rewarding, fulfilling or satisfying/ or frustrating and unsatisfying.

Tenure has been described by Webster's Dictionary of English Language, International Edition (1972) as an act, manner or right of holding office or property. Mamah (2015) defines it as the length of stay of employee in a given employment or appointment. Mamah further extended tenure description to include the length of time expected to spend or being spent in a given job environment. The author in the same work opined that the concept of tenure suggests that the longer a person stays in a given job environment, the more likely such would want to remain in it. This suggests a retention strategy. In other words, it could be maintained that the concept of tenure correlates with employee retention. That is to say, the more an individual stays in a place of work, the more he would wish to be retained. Joined in this aspect of their relationship is Anyanzwa (2013), who asserts that both are highly related. In a related issue, Mamah (2015) is of the view that job satisfaction or dissatisfaction has direct links with employee making an organization a choice place to be or a decision to quit, respectively. In addition, a few more studies affirm their correlates. These include Curran (2012), who asserts by making reference to Spector (1997) that such relationship exists, even in a very strong term. Curran (2012) further maintained that when job satisfaction is low, employee turnover will be high. Also, Mylene (2008) is of the view that when employee is dissatisfied or feel insecure with his or her job, the intensity of desire for withdrawal will also be higher. In the same issue, Im, U. L. (2011), by citing a good number of authors such as Tett and Meyer (1973); Griffith et al. (2000); Khatri (2001); Vong (2003) strengthen some various opinions which believe that job satisfaction was found to be negatively related to turnover. Turnover is a larger aspect of tenure with the inclusion of employee replacement as one of its elements. In the same issue, Samuel (2008) remains resolute to say that job satisfaction has a strong correlate with employee retention. On the contrary, however, Robbins and Judge (2006) is of opinion that it is not job satisfaction, per se, for the superior job performers that reflects in their decision to quit, rather it is on the inferior job performers.

The Relationship between Pay, Equity, Job Satisfaction and Retention

Equity theory regards pay (salary, wage) as an outcome. An outcome has been defined by Robbins and Judge (2006) as financial reward after an input has been expended or discharged in form of work or service. Common sense could attest to a common regard, which views pay as one of the most popular remuneration packages given out to recipients, usually, workers on periodical basis. Shoab et al. (2009), as cited in N'gethe et al. (2010) are of the view that attractive remuneration package is one of the very important factors of retention and turnover because it fulfills both the financial and other materials desire of employees. A study by Rosser (2004) observes that much of the overall research on faculty members of the University of Kenya suggested that salary (pay) in and of itself is not the most important aspect of their work-life and satisfaction, rather, one of the primary reasons why such employees would like to quit their jobs.

With regards to equity of pay, Comm and Mathaisel (2003), as reported in Ng'ethe et al. (2012), in examining faculty work-loads and compensation of Australian Academics, found that 51% of the academics did not believe that they were fairly compensated relative to others in other similar institutions. The study further said that based on similar finding, 50% of the respondents felt the need to work outside, that is, withdraw from their current institutions in order to earn extra (more) incomes. Tettey (2006), also cited in the same work, asserts that dissatisfaction with salaries is one of the factors undermining the commitment of academics to their institutions and careers, and consequently their decisions to quit.

METHODOLOGY

A survey research was adopted for this study, and correlation design as its method. Pearson Moment Correlation Coefficient was used for analyzing the instrument; represented thus:

$$r = \frac{\sum xy - \frac{(\sum x)(\sum y)}{N}}{\sqrt{\left[\sum x^2 - \frac{(\sum x)^2}{N} \right] \left[\sum y^2 - \frac{(\sum y)^2}{N} \right]}}$$

Where: r, is a numerical measure of the linear relationship between the variables of X and Y. in this study, X represents raw scores of equity variables as contained in the questionnaire, and Y represents the retention variables; \sum is the summation sign; $\sum XY$ is the sum of the cross products of X and Y; N is number of pairs of scores.

Meanwhile, the extent of dependability of the variables was determined through t-test distribution, given as tr (t-cal) = $\frac{r\sqrt{N-2}}{\sqrt{1-r^2}}$, where tr is the unknown test of significance to be determined; r^2 is the coefficient of determination; N – 2 is the degree of freedom; where N is the number of paired observations; $\sqrt{\quad}$ is the root of numbers involved, and 1 is Constant. The relationships of the variables were stated under null and alternate hypothesis with student t- test distribution, at 5% level of significance.

Research Question

To what extent does equity theory of motivation apply in retaining skilled manpower personnel, with regards to medical practitioners in Enugu metropolis, Nigeria?

RESEARCH HYPOTHESIS

Ho: Equity theory of motivation does not, significantly, apply in retaining skilled manpower personnel, with regards to medical practitioners in Enugu metropolis, Nigeria.

Ha: Equity theory of motivation can be applied in retaining skilled manpower personnel, with regards to medical practitioners in Enugu metropolis, Nigeria.

Decision Rule: At 0.05% level of significance, and 2 degree of freedom, reject alternate hypothesis, if and only if t – cal (calculated) is greater (>) than t – tab (table).

Research Procedure/Data Source/Instrumentation

The study was a census one, which involved the investigation of all the population units. The population under focus was 226 medical practitioners of the selected public specialist hospitals in Enugu metropolis, Nigeria. In other words, the entire population, as aforementioned, served as the sample size for the study. To accomplish the study objective, questionnaire was used as data collection instrument. Four questions were asked, which bordered on the relationship between pay (salary), equity and retention of the respondents. Likert – type of scale, which was calibrated from 5 to 1; each level, showed the extent of agreement/disagreement by the respondents, served as the measurement instrument. However,

two of the major questions (3 and 4) were selected and used to analyze and test the hypothesis. Question number 3 represents x variable, which is an independent variable against y, which represents dependent variable. Administration/collection of data was done through face to face contact. Their reliability and validity were determined appropriately. Statistical computation of the relationship between the variables under study was done manually. This was followed by testing the hypothesis using inferential statistics of correlation technique. The decision rule as stipulated above applies.

FINDINGS AND DISCUSSIONS

Response Rate

The response rate indicates that out of 226 copies of questionnaire distributed/ administered to the respondents, 215 were returned (representing 95.13); 5 (2.2%) were rejected for mutilation and other obvious observed biases. Meanwhile, 11 (4.87%) were not returned. No justifiable reason was given for that. The response rate of 210 (92.92%) could, therefore, translate to mean high responses.

Table 1: Responses that Examined the Extent of the Relationship between Pay, Equity, and Retention

S/N	Questionnaire Item	SA	A	N	D	SD	Total
1.	I am satisfied when pay raise (increment) is, and as at when due.	160 (76.19%)	36 (17.14%)	8 (3.81%)	2 (0.95%)	4 (1.91%)	210 (100%)
2.	I am satisfied if my pay packet is fairly equitable in comparison with what my colleagues in some other places in similar occupation receive.	96 (45.72%)	34 (16.19%)	24 (11.43%)	28 (13.33%)	28 (13.33%)	210 (100%)
3.	I will not look for similar job outside this hospital if my pay packet is fairly equitable.	86 (40.95%)	82 (39.05%)	26 (12.38%)	12 (5.72%)	4 (1.91%)	210 (100%)
4.	My pay packet, if considered to be fairly equitable with my colleagues in and outside this place, it would make me stay longer in this hospital.	94 (44.76%)	76 (36.19%)	30 (14.29%)	8 (3.81%)	2 (0.95%)	210 (100%)

Source: Field Survey, 2014

Table 1 reveals, aggregately, that about 170 (80.95%) of medical practitioners in the selected study areas agreed that pay equity influences their job satisfaction, which in turn could influence their staying back (retention) in their respective work areas.

Table 2: Hypothesis Test Results, Interpretation and Decision

Level of Significance	DF	T-cal	T-tab	Decision
0.05	208	4.256	1.96	Ho was Rejected

Source: Author's Extraction of Computed r, TR, DF., and decision rule for Selected Public Specialist Hospitals in Enugu Metropolis, Nigeria (see, Appendix A and B)

Table 2 shows the computed t_r (calculated t - test), which represents value of correlation coefficient, df (degree freedom), t -table (table value of the results). The decision shows rejection of null hypothesis, which states that there is no relationship between the variables studied. On the other hand, the result upholds an earlier assumption, which stated that in order for individuals at work to feel satisfied, and as a precursor to maintaining their tenure at work, such individuals must believe that the rewards such as pay packet (salary) they receive equals or at fair and balance, in other words, at equity with what such contributes to the organization. Further, the same assumption extends its statement to say that at the other hand, equity must be in relation to what referents in similar and dissimilar occupations receive. The results could therefore mean that perception of pay equity correlates with job satisfaction of medical practitioners in the study areas, which could as well serve as a precursor for one choosing the organization a place to be. This result corroborates what Mamah (2015) says that equity has been assumed to be a source of job satisfaction, and if given, would make the job holder to regard the organization as a place to be. Also, Sweeney and Mc Fairlin (2005), as reported in Redmond (2010), found out through an empirical study that social comparison can predict employee job satisfaction with pay. Many other works were further observed to provide support for this study in this regard. For instance, Noe et al. (2004); Dawhurst, Guthridge and Mohr (2009), as cited in Sing (2010); Bahara (2012); Curran (2012) observe, in their various studies, that pay was highly related with job satisfaction, which has so far been assumed to be a precursor for employee retention in organizations. In a related issue, CIB Text (1989) opines that equity concept agrees on the general understanding, which maintains that individuals need income in form of pay, salary or wage to live; the size of his or her income affects his or her standard of living. Although he would obviously like to earn more, he is probably more concerned that he should earn enough pay that is fair and just in comparison with the pay of others both inside and outside the present organization.

CONCLUSIONS

When this study was in progress, the human resource manager of one of the specialist public hospitals that provided the study respondents, disclosed to this study, however informally, that the main reason for hospitals observable high rate of attrition among its medical practitioners in comparison with other hospitals in Enugu metropolis could be attributed to job dissatisfaction arising from perceived salary disparity between the federal and state governments in Nigeria. The study's findings, as here demonstrated, could be seen as a justification of the above informant, which in summary observe that pay equity is a strong correlate of job satisfaction among highly skilled manpower such as medical practitioners, in general. This could also be a precursor for such employees to make choice of organizations as places to be or not. Therefore, pay equity which the study has found out to be a tool for job satisfaction in public specialist hospitals with special regards to medical practitioners could in fact form an effective retention strategy for high profile employees such as medical practitioners in their organizations.

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APPENDICES

Appendix A: Manually Computed r; tr; and df. of the Responses Obtained from Table One Using Pearson Moment Correlation Coefficient formula

$$r = \frac{\sum xy - \frac{(\sum x)(\sum y)}{N}}{\sqrt{\left[\sum x^2 - \frac{(\sum x)^2}{N}\right]\left[\sum y^2 - \frac{(\sum y)^2}{N}\right]}}$$

$$t_r = \frac{r\sqrt{N-2}}{\sqrt{1-r^2}}$$

Summary of Data Derived from

- $\sum x = 765$
- $\sum y = 882$
- $\sum xy = 3,287$
- $\sum x^2 = 3,225$
- $\sum y^2 = 3,872$
- $\sum (x)^2 = 585,225$
- $\sum (y)^2 = 777,924$

N=210

$$r = \frac{3,287 - \frac{(765)(882)}{210}}{\sqrt{\left[3,225 - \frac{(565,225)}{210}\right] \left[3,872 - \frac{(777,924)}{210}\right]}}$$

$$= \frac{3,287 - 3,213}{\sqrt{[3,225 - 2,786.786] [3,872 - 3,704.400]}}$$

$$r^2 = \frac{74}{271.007} = 0.273$$

$$= 0.075$$

$$tr = \frac{0.273 \times 14.422}{\sqrt{1 - 0.075}}$$

$$= \frac{3.938}{0.925} = 4.258$$

Tr=4.256

Table 3: Appendix B: Responses (Data) Computation Based on Questions 3 and 4

S/No.	X	Y	XY	X ²	Y ²
1	3	2	6	9	4
2	5	3	15	25	9
3	2	4	8	4	16
4	5	5	25	25	25
5	5	5	25	25	25
6	3	5	15	9	25
7	5	5	25	25	25
8	5	5	25	25	25
9	3	3	9	9	9
10	1	2	2	1	4
11	3	4	12	9	16
12	5	4	20	25	16
13	2	4	8	4	16
14	2	3	6	4	9
15	4	4	16	16	16
16	2	5	10	4	25
17	4	5	20	16	25
18	3	3	9	9	9
19	5	4	20	25	16
20	3	4	12	9	16
21	4	5	20	16	25
22	5	4	20	25	16
23	4	5	20	16	25
24	2	5	10	4	25
25	5	4	20	25	16

26	5	5	25	25	25
27	2	3	6	4	9
28	5	5	25	25	25
29	5	4	20	25	16
30	5	5	25	25	25
31	4	4	16	16	16
32	3	4	12	9	16
33	5	5	25	25	25
34	3	4	12	9	16
35	3	2	6	9	4
36	1	2	2	1	4
37	3	3	9	9	9
38	5	4	20	25	16
39	5	3	15	25	9
40	4	3	12	16	9
41	2	4	8	4	16
42	2	4	8	4	16
43	5	4	20	25	16
44	4	4	16	16	16
45	5	4	20	25	16
46	5	4	20	25	16
47	4	4	16	16	16
48	3	4	12	9	16
49	3	4	12	9	16
50	5	5	25	25	25
51	5	4	20	25	16
52	3	4	12	9	16
53	5	5	25	25	25
54	5	4	20	25	16
55	5	5	25	25	25
56	5	5	25	25	25
57	5	4	20	25	16
58	5	5	25	25	25
59	1	5	5	1	25
60	5	5	25	25	25
61	5	5	25	25	25
62	3	4	12	9	16
63	5	5	25	25	25
64	5	5	25	25	25
65	4	5	20	16	25
66	4	5	20	16	25
67	3	5	15	9	25
68	1	5	5	1	25
69	5	5	25	25	25
70	5	5	25	25	25
71	5	5	25	25	25
72	5	5	25	25	25
73	5	5	25	25	25
74	5	4	20	25	16
75	4	4	16	16	16
76	5	4	20	25	16
77	2	4	8	4	16
78	4	4	16	16	16
79	5	5	25	25	25
80	5	5	25	25	25

81	5	5	25	25	25
82	2	4	8	4	16
83	5	5	25	25	25
84	5	4	20	25	16
85	5	4	20	25	16
86	5	5	25	25	25
87	1	4	4	1	16
88	5	5	25	25	25
89	4	5	20	16	25
90	4	3	12	16	9
91	5	4	20	25	16
92	4	5	20	16	25
93	4	5	20	16	25
94	3	5	15	9	25
95	1	5	5	1	25
96	5	5	25	25	25
97	5	5	25	25	25
98	2	3	6	4	9
99	1	5	5	1	25
100	5	5	25	25	25
101	4	5	20	16	25
102	4	5	20	16	25
103	3	5	15	9	25
104	2	5	10	4	25
105	1	5	5	1	25
106	2	5	10	4	25
107	5	5	25	25	25
108	5	5	25	25	25
109	1	5	5	1	25
110	5	5	25	25	25
111	5	5	25	25	25
112	1	5	5	1	25
113	5	5	25	25	25
114	5	4	20	25	16
115	2	4	8	4	16
116	3	4	12	9	16
117	5	5	25	25	25
118	5	4	20	25	16
119	2	4	8	4	16
120	5	4	20	25	16
121	4	3	12	16	9
122	4	4	16	16	16
123	4	4	16	16	16
124	2	4	8	4	16
125	5	4	20	25	16
126	1	5	5	1	25
127	2	4	8	4	16
128	5	5	25	25	25
129	5	4	20	25	16
130	4	4	16	16	16
131	2	4	8	4	16
132	1	4	4	1	16
133	5	4	20	25	16
134	5	3	15	25	9
135	4	3	12	16	9

136	5	5	25	25	25
137	4	3	12	16	9
138	5	5	25	25	25
139	2	3	6	4	9
140	1	3	3	1	9
141	4	4	16	16	16
142	4	3	12	16	9
143	3	3	9	9	9
144	4	3	12	16	9
145	5	2	10	25	4
146	1	2	2	1	4
147	1	1	1	1	1
148	2	4	8	4	16
149	4	5	20	16	25
150	5	5	25	25	25
151	3	4	12	9	16
152	2	3	6	4	9
153	1	2	2	1	4
154	5	5	25	25	25
155	5	5	25	25	25
156	2	4	8	4	16
157	5	5	25	25	25
158	5	5	25	25	25
159	5	5	25	25	25
160	4	4	16	16	16
161	5	5	25	25	25
162	2	4	8	4	16
163	5	5	25	25	25
164	3	5	15	9	25
165	1	5	5	1	25
166	5	5	25	25	25
167	2	5	10	4	25
168	2	1	2	4	1
169	4	2	8	16	4
170	3	3	9	9	9
171	1	3	3	1	9
172	2	3	6	4	9
173	4	3	12	16	9
174	4	3	12	16	9
175	1	4	4	1	16
176	2	4	8	4	16
177	4	4	16	16	16
178	5	5	25	25	25
179	5	4	20	25	16
180	2	4	8	4	16
181	5	5	25	25	25
182	1	3	3	1	9
183	5	5	25	25	25
184	4	3	12	16	9
185	1	5	5	1	25
186	3	4	12	9	16
187	1	5	5	1	25
188	2	5	10	4	25
189	4	4	16	16	16
190	5	4	20	25	16

191	4	4	16	16	16
192	4	4	16	16	16
193	3	5	15	9	25
194	4	5	20	16	25
195	5	5	25	25	25
196	5	5	25	25	25
197	1	5	5	1	25
198	5	3	15	25	9
199	4	3	12	16	9
200	1	5	5	1	25
201	1	5	5	1	25
202	4	5	20	16	25
203	5	4	20	25	16
204	5	5	25	25	25
205	4	3	12	16	9
206	1	4	4	1	16
207	5	5	25	25	25
208	2	4	8	4	16
209	4	4	16	16	16
210	4	3	12	16	9
N=210	$\Sigma x = 765$	$\Sigma y = 882$	$\Sigma xy = 3287$	$\Sigma x^2 = 3225$	$\Sigma y^2 = 3872$