

IMPACT OF COMPENSATION ON TURNOVER INTENTION AND RETENTION OF MEDICAL PERSONNEL IN OYO STATE, NIGERIA.

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ABSTRACT

Understanding the factors that influence the intent to stay of the staff is one of the strategies to keep any personnel in the same work environment. This study evaluated the relationship between compensation, turnover intention, and retention among medical personnel in hospitals in Oyo State, Nigeria. A total of three hundred and twenty-seven medical personnel were sampled from a population of two thousand two hundred medical personnel across five government hospitals. The technique used in the selection of respondents is the simple random sampling method. Data were gathered through questionnaires and retrieved data were analyzed using Pearson Product Moment Correlation. The study revealed that compensations are negatively related to turnover intention. It was deduced that when compensating stimulations are given, such stimulates the psychological state of the medical personnel, which may then lower their turnover intention. It was recommended amongst others that the compensation given to the doctors must be high enough for them to have good standard of living as compared with their counterpart overseas thereby enhancing their retention and reducing their turnover.

Keywords: Compensation, Medical Personnel, Retention, Turnover intention.

INTRODUCTION

Despite the unemployment rate, most organizations are struggling to retain employees today, and this has left in its wake soaring expenses that companies must incur to find replacements, and a negative impact on the morale, efficiency, and productivity of the remaining workforce. High turnover increases the cost of resources, recruiting, and time associated with backfilling a vacancy in the organization. It also leads to missing opportunities to achieve production matrices and budgets set within the departments and involves increased cost to the sustainability of the organization.

People leave the organization for several reasons. The experience of job-related stress (job stress),

the range factors that lead to job-related stress, lack of commitment in the organization, and job dissatisfaction are various reasons that make the employees quit. An employee can also show dissatisfaction with the organization due to many reasons. Dissatisfaction in person, which can be due to factors such as compensation, job security, job autonomy, relationship with the supervisor, and the other colleagues, may be a reason for an employee to leave an organization.

According to Allen, et al., 2004, effective retention management implies continuous diagnosis of the nature and causes of turnover, a strategic approach targeting where in what human capital markets, retention has the largest impact

on organizational success, and development of an appropriately targeted and organized bundle of retention initiatives".

It is the process in which the employees are encouraged to remain with the organization for the maximum period of time. Employee retention is beneficial for the organization as well as the employee. Employees today are different. When they get dissatisfied, they move to other organizations. It is the responsibility of the employer to retain their best employees, if not; the organization will lose the star performers good employees, (Gurumani, 2010). Long-term continuation of employees with any organization can be termed as employee retention. It means that the employees are encouraged to stay with the organization for the maximum period of time or until the end of the project. Emiroglu, Akora, and Tanriverdi, 2015 defined turnover intention as the deliberate and conscious plan to move from the organization where an employee is presently employed to another organization. An employee's conscious thinking of seeking for alternative employment in another organization is referred to as turnover intention.

The unending search for a greener pasture among medical personnel has made many pay little attention to their present workplace while seeking a better organization to realize their desired dream. Fast transformation of the world to a global village has provided more opportunities to employees in the health sector. In return, to explore these opportunities, employees show turnover intention, which is not in the best interest of the organization. Organizations cannot achieve peak performance and optimal effectiveness in the case where employees keep on showing turnover intentions continuously. According to Olowu and Adamolekun, (2005) it is becoming increasingly germane to secure and manage competent human resource as the most valuable resource of any organization since organizations have the need for effective and efficient delivery of goods and services. Consequently, appropriate strategies for employee retention for enhanced performance are sine-qua-non for an organization to realize its goals.

The sole responsibility of every HR department of all organizations is to scout and employ the

best employees for an organization and keep them into old age to give their best to the organization. As a result of this singular notion, most organizations through their human resource unit try to put so many things on the ground in order to improve the employee's welfare and consequently enjoy more commitment from their work force. This is because no organization can survive without a dedicated workforce. By satisfying employees, they might likely be dedicated and loyal, as that will reflect on their dealings and interaction with the organization's customers, suppliers, and others. This will consequently affect overall performances of the organization in terms of profits and investment in the organization's shares. One very important way of retaining her employee by organizations is through compensation and compensating.

The intention to leave among medical personnel is a critical issue that has eaten deep into the bone marrow of health care sectors, most especially in Nigeria, where the nation is battling with an inadequate number of qualified health workers. As noted by Shapira-Lishchinsky and Even-Zohar, (2011), some of the effects brought about by employee turnover are reduced levels and quality of care provided, pressure increases for remaining workers, and a decreased morale among colleagues at work. Medical personnel who intend to leave usually become withdrawn from their job, which compromises patients' care and service delivery. This is perpetuated by the fact that it is only those who are most qualified and experienced, hence having the qualifications and ability to find employment elsewhere, who are likely to have turnover intention.

Akhigbe and Onuoha, (2021) observed that an alarming rate of health professionals leave their jobs for greener pastures both within the country and abroad. This exodus is particularly alarming in light of data from the General Medical Council of the United Kingdom, which indicates that the number of Nigerian doctors practicing in the UK increased from 7,167 in 2019 to 10,675 by 2022. This kind of migration further adds to existing workforce problems in Nigeria, where the ratio of doctors is more than five times worse compared to World Health Organization recommendations, (Tambe 2022).

This has been one of the several serious consequences of the brain drain in Nigeria-the health care system had been stretched even before now, but continuous loss of qualified practitioners has worsened the case, George and Monyai, (2021). The health care providers still have to face enormous workload due to a shortage of staff and insufficiency in compensation and resources. The Registrar of the Medical and Dental Council of Nigeria, Tajudeen Sanusi, acknowledged that the implications of such brain drain threaten the realization of Universal Health Coverage for Nigeria. It is, therefore, very paramount that the pay and welfare of medical personnel be addressed if there is to be the realization of a sustainable health system and goals of UHC.

Remuneration is among the essential determining factors of turnover intention and employee retention. For this reason, medical workers in Nigeria have often felt that their remuneration is inadequate to sustain the demands of their work and to ward off the increasing cost of living in the country. The disparity in local remuneration packages, compared to those available to them in richer countries, only serves as a greater inducement for highly skilled professionals to seek foreign postings where better remunerations and conditions of service await them. It is therefore imperative that the study explore the relationship between financial and non-financial compensations and the intentions of medical personnel to turn over in Oyo State, Nigeria, for some insight into effective retention strategies.

In fact, this relationship is of prime importance in developing a conceptual framework for explaining the reasons for turnover intentions and in action program recommendations that health institutions and policy makers could undertake. Put differently, improvement in compensation structures would lead to higher job satisfaction and low intent to leave, which in turn should have a positive impact on the retention of medical personnel within the Nigerian healthcare system.

LITERATURE REVIEW

The healthcare sector is highly relevant to societal well-being, and retention among medical personnel plays an important role in providing

quality health care. The intention of turnover among health workers remains a challenge across the world. Various factors are considered influential in the decisions of medical personnel to leave their jobs, and compensation, financial and non-financial, has recently become a major factor that influences turnover intention and retention rates. This literature review examines the relationship between compensation and turnover intention among medical personnel, specifically in Oyo State of Nigeria.

Theoretical Framework

This study is anchored on the Resource-Based Employee Retention Theory (RBV). The RBV postulates that employees who perceived themselves as valuable to their organizations would demonstrate more loyalty with less intention of turnover. Indeed, organizations can reduce the impact of a retention problem when the employees are made to feel valued. This theory spells out that the causes of employee turnover are multifarious and subjective, stemming sometimes from job dissatisfaction with lack of opportunities for career advancement and bad hiring practices. The intention for turnover is facilitated by internal factors such as team dynamics, while external factors like job market conditions also play their role. Furthermore, the theory posits that investing in retention practices should be viewed as a strategic priority rather than a cost. Organizations that prioritize employee retention reduce turnover rates, lower recruitment costs, and maintain continuity in institutional knowledge and expertise. This is particularly critical in sectors like healthcare and technology, where skilled employees are both highly sought after and difficult to replace.

By addressing the factors that influence employees' decisions to stay, such as job satisfaction, compensation, and alignment with organizational goals, the Resource-Based Employee Retention Theory underscores the importance of fostering long-term commitment. Retaining employees not only ensures stability but also enhances overall organizational performance, adaptability, and resilience in the face of challenges. Every organization, therefore, needs to put into practice various theoretical insights to frame effective retention strategies

Conceptual Framework

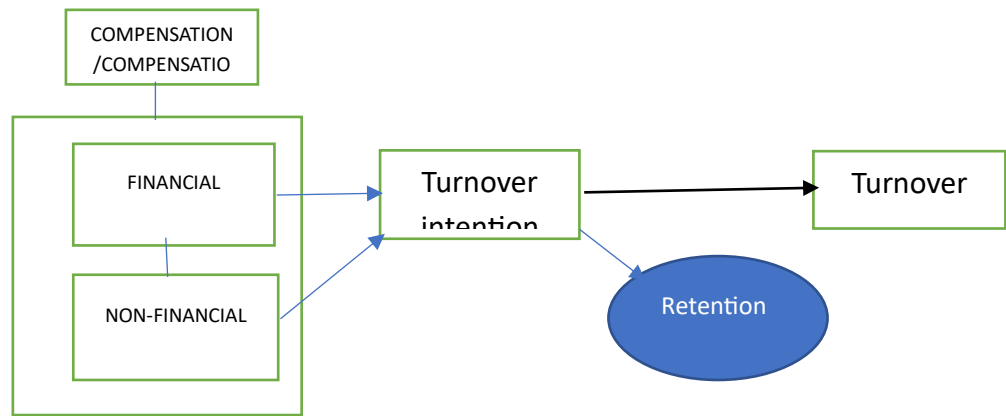


Fig.1: A conceptual framework showing the link between compensation and turnover intention, retention or turnover.

Compensation Concept

Compensation is the monetary and non-monetary benefit employees get in return for their services; in other words, compensation entails salary, wages, bonus, incentives, and many more. Compensation plays a very important role in attracting and retaining quality employees. According to one survey conducted by Indeed, 83% of job seekers wanted good pay as one of the major items in selecting a job (Indeed 2021). Moreover, 39% of the employees seeking other jobs reported that they quit for better remuneration. Competitive remunerations retention decreases the costs of hiring new workers and keeps the same qualified workers with sufficient experience about the firm's operations.

Remuneration and Intentions to Leave

Remunerations have been treated as one of the most significant turnover intention reasons among employees. Monetary remunerations comprised of salaries and benefits have played a vital role in determining employee retention. Low salaries, according to the studies, leads to high turnover intent in which the workers will seek other opportunities elsewhere. A competitive compensation package will raise motivation among the working population to remain with the

care-giving organization, especially within the health care sector where expectations are very high. Alshammari et al., (2020), researchers indicate that health workers who perceived their salaries as less than adequate were likely to report their intention to quit.

Apart from monetary reasons, non-monetary factors such as job satisfaction, work-life balance, and opportunity for professional development play major roles in turnover intention. Olayinka, Adeola, and Abass (2021) added that those medical personnel who felt valued and supported by their organizations had fewer intentions of quitting. Thus, a well-structured compensation strategy should encompass both monetary and non-monetary aspects for better retention in health.

Compensation in the Nigerian Context

The health care system in Nigeria is quite peculiar, especially in Oyo State, with problems relating to poor funding and very high patient-to-staff ratios, which may further worsen turnover intentions among personnel. Bamidele, Adeyemi and Ogunbayo (2022) establish that the poor compensation structure in Nigeria's health care system has led to high rates of turnover among medical doctors, consequently impacting quality of care. For this reason, the authors argue that

only a better compensation package can retain healthcare professionals and enhance services.

Omole, Villamil and Amiralli (2023) reiterated that financial constraints occasioned by low salaries and inadequate benefits give rise to job dissatisfaction and subsequently turnover intention among medical staff. This assertion was supported by Akinyemi, Ogunyinka, and Adeyemo (2021), who identified money compensation as being very necessary to cultivate motivation in the employees and to provide a quit rate below average in public health facilities in Oyo State.

Organizational Factors

While compensation is a major determinant of turnover intention, job-related organizational factors include job stress, social support, and job satisfaction as vital predictors of employee retention. Very high job stress can lead to the burnout of individuals, making them quit their profession. According to Bakker & Demerouti (2017), medical personnel in Oyo State are mostly faced with the challenge of having to cope with high job demands while resources are limited, hence making them more stressed and dissatisfied.

On the contrary, social support from colleagues and management can buffer negative effects of job stress. Ma, Zhang, and Wang (2021) refer to a supportive work environment as critical in enhancing job satisfaction and lowering turnover intention among healthcare workers. Caring organizational culture, combined with competitive remuneration packages, could therefore significantly improve retention rates.

Meeting Points: Compensation Packages and Retention Strategies

Financial and nonfinancial compensations should be channeled to the healthcare organizations in Oyo State for the turnover intention to be effectively reduced and retention enhanced. Organizations that give more importance to their employees, who develop their employees and pay them relatively well, are more capable of retaining their workforce than the others.

Also, including medical workers in decision-making processes of compensation and organizational policies enhances feelings of belonging and commitment. According to Afolabi and Adekunle (2023), the attitude toward job satisfaction and quitting intentions were found to develop among employees participating in discussing their compensation and benefits. Based on the literature review, it has been evidenced that there was a strong association between compensation, turnover intention, and the retention of medical workers in Oyo State, Nigeria. Compensation variables, financial and non-financial in nature, are some of the major driving factors in the intent of medical staff to stay or leave their jobs. The peculiar demands set by Nigeria's health sector require further development of the compensation system to elicit job satisfaction and supportive organizational environments that could lower the intention to turnover among the skilled medical professionals. Further research should also be done through longitudinal studies to analyze the long term effects of such compensation strategies that will affect the retention rates of workers and to understand the view point of the medical personnel concerning compensation and job satisfaction.

These theories have been propounded keeping in mind that the causes of employee turnover are vast and subjective. Most of these causes originate from issues of job dissatisfaction, lack of prospective future job growth, and misplaced hiring." It is worth noting that besides external reasons, such as the job market, there are internal factors that cause this, like team dynamics. To obtain the benefits of employee retention, companies need to implement various theories regarding what works best for them.

Concept of Compensation

Compensation implies monetary payment made to an individual for services rendered in return (Indeed, 2023). Compensation, within the workplace, is what is earned by employees. It includes salary or wages in addition to commission and any incentives or perks that come with the given employee's position. There are different types of compensations, which include the following: Salary, Wages,

Commission, Tips, Bonuses, Incentive Pay etc. Compensation is an important element when it comes to hiring and retaining employees. The right compensation can make the quality candidates take up the job; it also makes current employees feel valued and appreciated.

In a recent survey by Indeed, 83% of job seekers reported that good pay/compensation is the factor most attracting them to a new job. In addition, 39% of workers said they are looking for a new job because they want better compensation. The offering of competitive compensation packages will help a firm attract and retain high-quality talent, motivate current employees to be productive and successful, improve job satisfaction, and keep businesses in compliance with federal, state, and local regulations.

Basically, holding onto the most productive employees is one of the best methods for keeping a company profitable and successful. It saves the cost of having to make a new hire, besides retaining employees who are trained and conversant with the operations of the company. When an employee is getting the right compensation, he will be less likely to be looking outside, getting other offers and sticking around at the company. Indeed, in fact, a survey by Indeed showed that 39% of people look at job opportunities because they want better compensation.

Turnover Intention

The emergence of turnover intention could be traced back to the era of industrialization when equipment and machineries were introduced on a large scale in production sector. During this period, there would be streamlining of the workforce because typically introduction of equipment and machineries would reduce the workforce. The number of employees operating manually in one organization cannot be the same with organization using equipment and machineries for its operation. At this period, some employees will be laid off while some will on their own leave. Mobley, Griffeth, Hand, and Meglino, (1979) opined that turnover intention points to an employee's thinking, planning, and wishing to leave the job. Schyns and Gossling, (2007) as cited in Arshad and Puteh, (2015)

defined turnover intention as the changing of jobs by the employee as a result of personal volition. In all these definitions and others, what comes common is the leaving of the organization by the employee and for any rational human being, it is his nature to mull over the action to take next before taking action. The consideration of leaving a job for something else is termed as turnover intention. Finally, in most cases, it has to be noted that employee turnover is usually the result of turnover intention. With that being said, it was advanced in Arshad and Puteh, (2015) that turnover intention is what constitutes the actual predictor of employee turnover. Intention to quit or leave an organization is basically the thinking by an employee to leave an organization because of certain factors that such employee might view as germane to him. According to Sule (2013), intention to leave an organization could be as a result of an employee's perception of lack of reciprocity from his employment relationship.

Retention

The process of encouraging employees to stick with the organization for a long period of time may be termed as employee retention. It is a well-structured process in which employees are encouraged to stick with the organization for maximum time or till completion of a particular project. Zineldin, (2000) viewed retention as an obligation to continue to do business or exchange with a particular company on an ongoing basis. It clearly stated by Denton, (2000) that the employees who are happy and satisfied towards their jobs are more dedicated towards their work and always put their effort to improve their organizational customer's satisfaction. The retention defined as customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, out of which the first four are emotional-cognitive retention constructs, and the last two are behavioral intentions according to Stauss, Chojnacki, Decker, and Hoffman, 2001.

Kossivi, Xu, and Kalgora (2016) realized that no single factor alone contributes to employee retention; rather, there are hosts of factors responsible for retaining employees in an organization. In relation to this management need to pay attention on factors such as compensation

& compensations, job security, training & developments, supervisor support culture, work environment and organization justice etc. Lyra Health (2023) discusses how employee satisfaction drives productivity and retention, offering strategies to enhance job satisfaction and build a better workforce. The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical. The mental dimension of retention consists of work characteristics: employees always prefer flexible work tasks where they can utilize their knowledge and see the results of their efforts, which in turn helps retain the valuable resources. Social dimension includes the contacts that the employees have with other people, both internally and externally. The physical dimension includes working conditions and pay. Stephen, (2024) also reviewed factors associated with job satisfaction and how these factors independently contribute to overall job satisfaction.

METHODOLOGY

The present study, therefore, explores the effect of compensation on the turnover intention and retention of medical personnel in Oyo State, Nigeria. This is an analytical-descriptive research design that tries to determine how compensation, predetermined by personal and organizational factors, will affect the turnover intention and retention of medical personnel. Personal factors include physical, mental-emotional, and social aspects, whereas organizational factors include job stress, social support, and job satisfaction. A structured questionnaire was used to achieve the objectives of the study. The specific design of the questionnaire was done in such a way as to capture the different dimensions of compensation and how this might affect turnover intentions and retention.

The sample size was determined for this study using the Krejcie and Morgan, 1970 sampling table, giving a total of 327 medical doctors. The descriptive survey research design was used

because it, among other things, identifies the characteristics of a population, while the target population comprised 2,200 medical personnel from three teaching hospitals and two state hospitals within Oyo State. Respondents were selected using a simple random sampling technique in which each of the participants had an equal probability of being selected for the research in order to enhance generalizability of the results.

In the measure of the independent variable of compensation, the research has separated compensations into financial and nonfinancial forms. Other dependent variables like turnover intention and retention were quantified by a 4-point Likert scale ranging from 1 to 4, where 1 = strongly disagree and 4 = strongly agree. These rating scales allow the different intensities of agreement on the part of the respondents about statements that express their intentions to either leave or remain in their current job. The Pearson product-moment correlation coefficient was applied to analyze the data collected. Such a statistical tool increases the possibility of investigating the variables of interest and their inter-relations with regard to how compensation impacts turnover intention and retention in the case of medical personnel. It is expected that the results of this analysis may contribute knowledge value concerning efficient compensation strategies that would lead to the attainment of higher retention rates and reduction of turnover intentions within the healthcare sector.

RESULTS AND DISCUSSION

Out of 327 questionnaires distributed to respondent, 288 were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval, implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Financial compensations and Turnover Intention

Correlations

		Financial Compensation	Turnover intention
Correlation Financial Compensation (2-tailed)	Pearson	1	-.477
	Sig.	.000	.000
	N	288	288
Correlation Turnover Intention (2-tailed)	Pearson	-.477	1
	Sig. (2-tailed)	.000	.000
	N	288	288

Authors compilation, 2024

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = -0.477$ between financial compensation and turnover intention. This means that there is a significant negative relationship between financial compensation and turnover intention. A correlation value of $r = -0.477$ implying that there

is a moderate negative relationship between financial compensation and turnover intention. This entails that as one variable increases the other decreases, that is, a positive increase in financial compensation will lead to a corresponding decrease in the level of turnover intention

Table 2: Non-Financial Compensation and Turnover Intention

Correlations

		Non-Financial Compensation	Turnover intention
Correlation Non-Financial Compensation Sig. (2-tailed)	Pearson	1	-.526
	Sig.	.000	.000
	N	288	288
Correlation Turnover Intention (2-tailed)	Pearson	-.526	1
	Sig. (2-tailed)	.000	.000
	N	288	288

Authors compilation, 2024

The correlation seen in Table 2, which tests the relationship between non-financial compensations and turnover intention, gives a correlation coefficient of $r = -0.526$ and a p-value of 0.0000 , below the 0.05 level of significance. This negative correlation is very strong and means that the higher the level of non-financial compensation, the lower the turnover intention. These findings are in congruence with previous literature where non-monetary compensations enhance satisfaction and commitment among employees, thereby reducing the intention to leave.

Non-Financial Compensation and Turnover Intention

Non-monetary compensation encompasses a wide array of elements including recognition, job satisfaction, work-life balance, and opportunities for personal and professional development. According to available studies, such factors in employee retention policy are assessed as significant. In this respect, Schaufeli et al. (2002) pointed out that adequate non-monetary compensations help eliminate or reduce the state of burnout and disengagement; thus, employees become more satisfied with their jobs and demonstrate a lower level of turnover intention. Results showed that workers who are appreciated by providing non-monetary motivational factors are more likely to be loyal to their companies.

Moreover, it is indicated that non-monetary rewards can increase employee binding with an organization on an emotional plane. Binding to an organization is an important factor in health-related job activities, as work stress is more likely to result in excessive amounts of stress and burnout (Bakker & Demerouti, 2017). In this regard, healthcare organizations need to implement effective non-monetary reward practices as a means of establishing an enabling environment where their employees feel valued and recognized by reducing their turnover intention.

Monetary Compensation and Intention to Leave

As it shows in Table 1, there is a significant relationship between financial rewards and

turnover intention; the p-value is $0.000 < 0.05$. This, therefore, means that financial rewards are one of the important factors affecting the turnover intentions of medical personnel. The findings assist in the argument of Awasthi and Pratt, 1990, where through financial rewards, workers and their employers can have a mutual benefit and understanding of each other. From this correlation, it can be said that financial rewards, if competitive enough, are essential to retaining some of the best talents within the health sector.

In this respect, the competitive salaries and associated benefits that will motivate the doctors and other medical workers of the hospital will surely serve as a good incentive in a profession characterized by huge demand and stress. One of the main reasons people consider switching to better opportunities is due to a lack of good compensation, hence there is a need to assess and revise pay within the organization. This is helpful in the context of Nigeria for healthcare workforce sustainability where resources are mostly insufficient.

The interrelationship between financial rewards and employee retention cannot be overemphasized. An organization capable of offering the whole package that fuses financial with non-financial aspects of compensation stands a better chance of building a committed and dedicated work force. This integrated practice will go a long way toward meeting not only the present financial needs of the employees but also their psychological and emotional needs, thus creating a caring work environment for all.

These findings demonstrate the major roles both non-financial and financial compensations may play in shaping turnover intention among medical personnel. Since the negative relationship between non-monetary compensations and turnover intentions is considerably strong, health organizations should actually focus more on how to develop strategies aimed at making employees' experiences more enjoyable rather than simply increasing their salaries. By the same token, competitive monetary compensation is found to remain the foundational component in retaining skilled medical professionals within the challenging Oyo State, Nigeria, healthcare environment.

CONCLUSION AND RECOMMENDATIONS

These results emphasize very strongly the major role of financial and nonfinancial rewards as physician turnover intentions determinants in the hospital environment. Where doctors perceive their salary and non-monetary benefits to be inadequate, the likelihood of them searching for other job opportunities increases significantly. This is quite a serious issue in the healthcare field indeed, as so much stress is put on healthcare professionals, yet rarely are salaries reflective of the importance of such jobs. The temptation of seeking employment outside the country, where a compensation package is far more attractive, further aggravates this problem. Many doctors have been considering migrating to other countries in search of better pay, benefits, and working conditions. Local poor compensation packages given by hospitals have not satisfied these professionals but have instead driven them overseas. This trend is significantly challenging as it enhances the rate of brain drain in the health sector, hence affecting patient care and health outcomes in the country. Conversely, while attractive and competitive compensation is being offered through hospitals, this is a positive impact on psychological well-being. The comprehensive approach to compensation emanating from doctors raises job satisfaction and engagement by reflecting the true value of their expertise and contribution.

1. The researcher recommends that a competitive salary structure that reflects the critical nature of doctors' roles should be established. Hospitals need to ensure that basic salaries meet or exceed market standards and are adjusted periodically to account for inflation and the rising cost of living.
2. In addition to financial rewards, recognition programs, opportunities for professional development, flexible work arrangements should be provided. Advocacy for government support is another avenue that hospitals can explore. By engaging with policymakers, hospitals can push for increased

healthcare funding to improve compensation standards across the public sector.

3. Collaborative efforts between hospitals and the government are essential for creating a sustainable framework that retains healthcare talent locally. Additionally, partnerships with international medical organizations can provide local doctors with training opportunities and exposure to global best practices, reducing the desire to seek opportunities abroad.

CONTRIBUTION TO KNOWLEDGE

This study contributes to knowledge by providing a comprehensive analysis of the role of compensation in retaining medical personnel, addressing brain drain, and strengthening health systems in Nigeria.

RECOMMENDATION FOR FURTHER STUDIES

Future research could investigate whether gender-specific factors influence turnover intentions and retention strategies among medical personnel. A comparative study could also be carried out on the rate of turnover in both private and public hospitals. Not only that, future studies should be directed to explore the long-term effects of these compensation strategies on the turnover.

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