

CONDITIONS OF SERVICE AND MIGRATION INTENTION AMONG YOUNG ACADEMIC STAFF IN THE UNIVERSITY OF LAGOS

Oluwabusayo Olanrewaju Oni , Sikirulai Tunde Elegbede and Mariam Gbajumo-Sheriff

Department of Employment Relations and Human Resource Management University of Lagos

oooni@unilag.edu.ng, selegbede@unilag.edu.ng, mgbajumo@unilag.edu.ng

Abstract

This study investigated young academics at the University of Lagos and their service conditions and migration intentions and how conditions of employment affect migration intentions. The study also examined the connections between employee compensation, work environment, and migration intentions among young academics at the University of Lagos. The study used a descriptive research design and a survey approach, together with a simple random sampling technique. To gather primary data, a structured questionnaire was employed. The socio-demographic characteristics of the respondents were analysed using frequency distribution and simple percentages while regression analysis and Pearson correlation coefficient were used to test the hypotheses of the study. The findings showed that service conditions have a significant impact on young academics' intentions to migrate. Also, it was found that there is a negative relationship between employees' rewards and inclination to migrate. The research findings also revealed a negative relationship between work environment and intention to migrate. The study concluded that the desire of young academics to migrate is greatly influenced by their conditions of service. It is recommended that to curtail the brain drain among young academics in Nigerian Universities the condition of service should be improved.

Keywords: Conditions of Service, Migration Intention, Rewards, Working Environment,

1. INTRODUCTION

The word "service condition" is defined by Business Dictionary (2017) as the physical condition and every circumstance that has an impact on labour in the workplace, such as workload, hours of work, physical needs, and the right and duties of employees legally. An employee's interaction with the workplace environment, which includes both physical and psychological aspects, determines the service situations that are experienced by customers. (Gerber et al., 1998). Favourable work conditions are essential for the physical and mental well-being of employees (Adams, 2019). High-quality and attractive service conditions result from the company's commitment to ethics, which includes maintaining an average workload, encouraging two-way communication through an open office sitting area, and holding frequent team meetings (Ali et al., 2013). The key to an employee's dedication is providing them with a work environment where they can think creatively, which also fosters innovation, improvement, and creativity (Ali et al., 2013). The benefits of a happy workplace include fewer absenteeism and low staff turnover, fewer incidences of fraud, improved security measures, and higher employee comfort and well-being. (Kodarlikar, & Umale, 2020). Standard facilities and equipment increase the value of teachers' work. Workers demand periodic maintenance and changing of facilities that increase their comfort and reduce the stress of moving out of their office or place of work. They search for a good location where needed facilities are not only available but regularly maintained for maximum enjoyment by the workforce. Employees view service conditions as essential elements for their happiness; as a result, they demand routine maintenance and replacement of facilities. (Kodarlikar, & Umale, 2020). Labour migration propensity is defined succinctly by Du Plooy and Gert (2010) and Morrel et al (2001) as a process by which employees decide to quit their jobs. Hence, a worker's propensity to leave an organisation rather than their actual separation from it is referred to as their labour migration tendency. It is also known as a person's perceived likelihood of remaining with or

leaving a hiring organisation. Poor service conditions are the main factor causing labour migration inclinations, while pressure, stress, and workplace rules are also causal factors. Academics who leave their place of origin in quest of better employment opportunities abroad and do not return for a considerable period are said to be engaged in labour migration. It is viewed as immigration or cross-border movement (Anyanwu, & Emenike, 2021), the population for the study comprised of 6109 academic staff from South East Federal Universities in Nigeria, and the sample size were 609 academic staff representing 10% of the total population. Ulrich (2015) drew attention to the fact that skilled international migration has gained more significance recently, reflecting the effects of globalisation, the recovery of global economic development, and the increasing rise of information and communication technology. Many university staff members nowadays, especially those who work for government-owned institutions, face excruciating misery daily while looking for conveniences, which results in work desertion and needless stress (Anyanwu, & Emenike, 2021). The service circumstances are critical to an institution. Conversely, businesses that foster a climate of friendliness, trust, and safety report higher productivity levels, communication, innovation, and financial stability. If the workforce perceives their conditions of work negatively, they may decide to be absent, develop stress-related illnesses, and exhibit lower levels of dedication and productivity (Kreisler, et al, 2017). The quality of the workplace is an essential factor that can create an impact on employees' motivation, and future performance, productivity, and retention. It has not been proven that interpersonal relationships between employees and the company have implications for commitment, error rate, retention and attrition rate, creativity level and teamwork, absenteeism, and ultimately the length of service. Owing to the significant contribution that higher education makes to national development, academics at universities are among those who are believed to work at prominent institutions across the world, including Nigeria. Yet, because of the poor service conditions at Nigerian universities and worries about

needs, the academic staff of public universities (federal) routinely engage in dialogue with the government. The majority of these universities lack sufficient lecture rooms, office space, and other essential teaching tools. Many academic staff experience delays in their promotion, earned academic allowances, and other motivational incentives. There appears to be a misunderstanding between academic staff and the federal government at the moment because of what is viewed as insincerity about agreements reached with the Academic Staff Union of the University (ASUU). All of these appear to be examples of the dearth of motivational techniques required to recruit and keep or retain these employees in Nigerian universities.

The frequent movement of academics, especially the younger ones, is one of the biggest issues facing the Nigerian university system. Assistant Lecturers and Graduate Assistants want to quit their jobs in these universities because of better work opportunities in other developed nations such as those in Europe, America, and other regions. Young academic staff members often have different career aspirations and expectations than their more experienced counterparts. Since their aspiration and expectations are not met by the existing condition of service, they tend to look out for another place or profession where their expectation and aspirations can be met leading to migration. This is a challenging phenomenon that needs to be thoroughly investigated. Hence, the purpose of this study is to examine the influence of conditions of service on the migration intention of young academic staff members in Nigerian universities. Therefore, the study aims to investigate how the conditions of service affect the migration intentions of young academics at the University of Lagos.

2. LITERATURE REVIEW

Service conditions are extrinsic elements and include tangible resources, according to Ogonda et al. (2015). Work regulations as a result affect an employee's psychological state. The primary elements that affect work done by the employees on the job market are their working circumstances and settings. In addition, these factors have an influence on the level of satisfaction by the employees which may influence the degree of engagement, level of commitment, and the decision to resign from the job. Four factors that Muindi (2011) defined as conditions of service are hours worked per week, schedule flexibility, site of employment, and vacation time. Vian et al. (2015) used qualitative analysis to examine sample data from public-private partnerships (PPPs), where working circumstances were defined as security, communication, support services, and work culture. Jui-Min and Da-Sen (2018) investigated the effects of work environment and staff skills on job expertise, pay, and job satisfaction among fresh graduates. Their study aimed to investigate the variables that have a significant effect on job expertise and conduct additional studies on how jobs affect pay and work happiness. The data for the study came from 2009 university graduates in Taiwan who were just starting their careers. To analyse the data, structural equation modeling was used. The study discovered a substantial negative association between service conditions and salary as well as a high correlation between employee competency and service conditions.

A descriptive-explanatory research design, which combines descriptive and explanatory research approaches, was used in the study by Johnny and Nwonu (2015). The study's established a link between good service conditions and increased productivity as well as competitive advantage. In addition, the researchers found that providing and maintaining facilities decreased staff turnover, decreased occupational injuries, increased service levels, increased job satisfaction among employees, and strengthened relationships between workers and their employers. Ali, Abdiaziz, and Abdiqani (2018) investigated how service conditions

affect the productivity of employees working in the manufacturing sector. The study aimed to determine the effect of the condition of service on working hours and workload on employee productivity. Anyanwu, et, al (2021) examined the patterns of labour mobility among academic staff in federal institutions in South-East, Nigeria. A descriptive survey research methodology was employed. The sample size was determined using simple random sampling, and participants were asked to complete a questionnaire. Data analysis was done using the mean and standard deviation. The study found that good compensation, a standard work environment, developed physical facilities, and flexible employment policies were the pull factors that contributed to academics' tendency to migrate to other fields of employment. Studies have looked into the influence of migration decisions on conditions of service. Overall, they discover that although bad service conditions at home force individuals to leave their homes, excellent, functional service conditions at the place of destination might work as an incentive to migrate, especially for highly educated migrants (Ariu et al., 2014; Bergh et al., 2015). Bergh et al. (2015) discovered that conditions of service affect migration patterns even after adjusting for some country-level variables, such as income levels at origin and destination, using a gravity model technique with a sizable cross-country dataset. Suciu and Florea (2017) in their study concluded that to diminish the migration of youth in Romania, public authorities supported by private should collaborate and implement different measures to increase the condition of service in the country.

2.1.2 Employees' Reward and Migration Intention

Poor incentive or pay packages have had a significant impact on employees' productivity and migration, as posited by Dixit and Bhati (2016). Employers must have a solid grasp of what motivates workers to perform effectively and to pay them properly if they want the organisation to fulfill its goals in a competitive culture (Mueller, 2015).

Also, motivating employees with sufficient salary and incentive systems will inevitably inspire them to be proactive and have the right attitude to their jobs, which will increase organisational productivity (Armstrong, 2017). Yet, in highly dynamic organisations, employers use remuneration schemes to guarantee that the finest minds are kept in the organisation's best interests (Nelson, 2015). As a result, increasing productivity is only possible if employees are given sufficient incentives or pay that is in line with their output.

However, the incentive system must be properly explained to employees along with job evaluation to prevent wrong impressions and disagreement by employees and to foster the required motivating drive in the employees (Hartman, 2016). Incentives drive and shape employees' attitudes to work and encourage interpersonal relationships between the employer and the employee, which together result in performance for both the employees and the company that is unparalleled.

The organization's incentive or pay policies have a tangible impact on the performance of employees and their happiness (Osibanjo, et, al, 2012). As stated by Bernadin (2015), total compensation includes all financial gains and material advantages that employees receive as a condition of their jobs. According to Gomez-Mejia, Balkin, and Cardy (2016), base pay and fringe benefits make up an employee's total remuneration. Base pay, also known as cash pay, is the amount an employee receives directly from their employer for work completed. Salary, overtime pay, shift, and uniform allowances, as well as pay for performance (bonuses, incentives, gain sharing, and merit awards) are all included. Additionally, fringe benefits like social security, health insurance, pension plans, paid time off, tuition reimbursement, and foreign service fees are covered.

Social Security and workers' compensation are examples of benefit programs that are legally required, while optional programs include health benefits, pension plans, paid time off, recognition awards, premiums for foreign service, responsibility allowances, child care, on-

campus housing, promotions, annual raises, to name a few (Cascio, 2016). In a nutshell, benefits are the indirect financial and non-monetary compensation that employees receive for staying or remaining in the company.

In the contemporary economy, retaining employees is one of the important factors for the success of the organisation. As asserted by Luna-Arocas and Camps (2014), compensation is a crucial strategy in which employers use to retain employees and it is both direct and indirect indicator of the decision to leave or migrate. The need for additional perks like flexible work schedules, paid holidays, bonuses, health insurance, pensions, and more may arise among employees. Managers must focus on developing their character with an emphasis on values and ethics to contribute to the sustainability of their relationships.

2.1.3 Work Environment and Migration Intention

According to Sutrisno (2009), the workplace consists of all the resources and infrastructure that are available to people who are working and that may have an impact on how the job is carried out. This work environment comprises the workspace, amenities, and work tools, as well as the orderliness, calm, lighting, and relationships among the individuals in the organisation. The work environment, according to Sofyandi (2008), is the setting in which employees carry out their regular tasks. Sedarmayanti (2011), asserted that an employee's work environment includes all of the tools, materials, and materials they come into contact with, as well as the surroundings in which they perform their tasks. This applies to both solo and group tasks. Thus, a work environment is any setting, both physical and non-physical, in which employees do their everyday duties.

Assaf and Alswalha (2013) categorized the work environment as beneficial or harmful in their study. McGuire and McLaren (2007) asserted that business's physical surroundings, in particular its structure and design, can have an impact on staff members' conduct at work.

Cleanliness, water, lighting, color, security, and music, according to Nitisemito (2001), can have a positive effect on the workplace.

Many studies on the workplace have revealed that people generally like certain aspects of their profession. Users' favourite features have a significant impact on how happy and productive they are at work. The acoustic environment, ventilation rates, illumination, and availability to natural light are some of these characteristics (Humphries, 2005; Veitch, et, al, 2004)

It has been shown that using lighting and other components like ergonomic furniture increases employee efficiency (Dilani, 2004). Hameed and Amjad (2009) discovered that a practical and ergonomic office style encouraged personnel and significantly increased performance in evaluation of 31 bank locations in 2009. According to Chandrasekar (2011), hazardous and unclean work conditions, such as those with little ventilation, a lot of noise, and poor lighting, hurt employees' productivity and health

2.1.4 Migration Intention

Migration has been defined differently by several writers; Beine et al. (2011), for instance, defined it as the percentage of working people (age 25 and above) with at least a post-secondary degree who were born in one nation but currently reside in another. Later, the phrase brain drain was used to describe the physical migration of highly skilled, trained, and educated people in search of better opportunities, a better lifestyle, and employment. The end effect was a loss of knowledge, intellectual depth, and different inventive abilities that were vital to the home country's economic success (Bénassy & Brezis, 2013).

Wages and salary are viewed as the main factors that might considerably affect a decision to move (Cebolla-Boado et al., 2018). Low wages in home nations and high earnings in host countries are the main factors that can trigger the likelihood of migration from home to host countries, according to economists study (Wang & Jing, 2018). Many nations try to entice

highly educated professionals by providing them with competitive salaries and improved service conditions (Mu & Yeung, 2018).

In addition, the low incomes and high cost of living in emerging nations attract individuals to immigrate there from their own countries (Azizi, 2018). Strong career progression, better service conditions, and high pay are the microeconomic factors that directly affect a person's decision to stay in or leave their place of origin (Byra, 2013).

2.2 Theoretical Framework of the Study

In this study, two theories will be utilized to explain the study. The theories include the expectancy theory by Victor Vroom and Frederick Herzberg's Two-Factor Hypothesis Theory

2.2.1 Expectancy Theory

Victor Vroom of the Yale School of Management first presented the expectancy theory as a theory of motivation in 1964. According to the expectancy hypothesis, people have a variety of objectives and may be motivated if they have certain expectations. This theory about choice describes the steps an individual takes to reach decisions. According to Vroom, the choice of how much effort to put forth in a particular work environment forms the basis of motivation. This decision is supported by a two-stage expectation hierarchy that connects performance to effort and produces a particular outcome or reward.

Simply expressed, the theory holds that a person's tendency to act in a certain way depends on how strongly they anticipate that their actions will result in a specific outcome and how appealing that outcome is to them. The expectation theory states that a worker may be motivated to put in more effort, if they think doing so will lead to a favourable performance evaluation and the accomplishment of a personal goal in the form of a reward in the future. This theory is supported by the study because both the attractiveness of the area and the potential financial benefits have an impact on employees' desire to relocate.

2.2.2 Frederick Herzberg's Theory

The Two-Factor Hypothesis was propounded by Frederick Herzberg in 1959. Based on the opinions of 200 engineers and accountants about their individual perceptions of their working environments. He identified two groups of characteristics, known as Motivation and Hygiene Factors, that determine employees' working attitudes and level of performance (Robbins, 2009). Motivational factors are internal elements that increase employees' job pleasure, whereas hygiene factors are external elements that try to avoid any employee dissatisfaction. Having access to all hygiene essentials is not a condition for job happiness, according to Herzberg. To address motivational factors, employee productivity or performance must be raised. The two-factor theory and Maslow's hierarchy of needs are closely connected; however, the two-factor theory also incorporates other elements to measure employee motivation. This theory holds that meeting people's basic requirements, such as their hygienic or intrinsic needs, will not motivate them to work more; instead, it will just prevent them from feeling dissatisfied. To motivate personnel, higher-level needs (intrinsic or motivating elements) must be addressed. According to the findings of this theory, it is best to just satisfy an employee's extrinsic demands in a hygienic sense in order to avoid them from purposely being unhappy rather than to encourage them to work more in the direction of greater performance. Employers ought to provide employees with incentives that are naturally compelling Robbins (2009).

According to Herzberg's theory, certain workplace factors can affect job satisfaction, but if they are not present, neither satisfaction nor dissatisfaction may occur. He differentiated between motivators and hygiene components, such as demanding work, recognition, and responsibility, which lead to positive fulfillment. Status, job security, money, and perks are examples of hygiene elements; when present, they don't motivate, but when absent, they demonize. This hypothesis is pertinent to the present study.

2.3 Gap in the Literature

While extensive research has been conducted on the conditions of service and their impact on employee retention across various sectors, there is a noticeable gap in studies that specifically focus on the migration intentions of young academic staff in Nigerian universities. Existing literature often generalizes the factors influencing migration within the broader academic community, without addressing the unique challenges faced by younger academics, who are at a critical juncture in their career development. Moreover, existing studies tend to emphasize macroeconomic factors, overlooking the micro-level conditions of service such as employee's rewards and work environment that directly impact the migration intentions of young academic staff.

3. METHODOLOGY

The University of Lagos was used as the unit of study for this research. The choice of the University of Lagos was simply because it is located in one of the commercial cities in Nigeria and it is one of the oldest Federal Universities in Nigeria. In this study, a descriptive research design with a survey strategy was adopted. The study considered all academic staff in the University of Lagos as the population of the study. The target population is limited to academic staff at the rank of Assistant Lecturers and Graduate Assistants across all departments at the University of Lagos. The total number of Assistant Lecturers and Graduate Assistants in the University of Lagos as of the time of this study according to the Human Resource Directorate is 243 (University of Lagos, 2023). These classes of lecturers were selected because their appointments have not been confirmed and majority of them are young with higher propensity to migrate. The appointment of any academic staff in the University of Lagos is confirmed after such lecturer has completed his or her doctorate or doctoral degree and this made them to be entitled to all privileges within the institution.

In the determination of the sample size for the study, Yamane's (1967) formula was adopted which gave the researcher, 134 young academics as the sample size for the study from the total

population of 243 young academics in the University of Lagos across all departments. The data used for this study were collected through a structured questionnaire. The questionnaire is used to solicit and extract information from the respondents regarding their conditions of service and migration intention. The questionnaire was designed using close-ended questions and was structured into two sections; Section “A” contained questions about respondents’ socio-demographic characteristics while the statements in section “B” of the questionnaire were derived from the study objectives

The internal and external validity of the instrument was ensured through human resource management experts. The reliability of the research instrument was done by pilot testing the research instrument among selected young academic staff in the Faculty of Management Sciences of the University of Lagos and the result showed a Cronbach’s Alpha reliability coefficient of 0.940. The result of the Cronbach’s Alpha reliability coefficient is presented in table 1

Table 1 Reliability of the Measuring Instrument Employed in the Study

Reliability Statistics		
Variables	Cronbach's Alpha	Items
Condition of Service	.906	5
Employees’ Reward	.903	5
Working Environment	.954	6
Migration Intention	.927	6
All items on questionnaires: 22		Cronbach α
		0.940

Source: Survey, 2024.

The socio-demographic characteristics of the respondents were analysed using frequency distribution and simple percentages while regression analysis and Pearson correlation coefficient were used to test the hypotheses of the study.

4. DATA ANALYSIS

This section is the presentation of the findings and discussion of the study which reflect the views of the respondents on the influence of conditions of service on migration intention as well as the relationship between employees' rewards, working environment and migration intention among young academic staff in the University of Lagos.

4.2 Social and Demographic Information of the Respondents

Table 2: Social and Demographic Information about the Respondents

Social and Demographic Information	Frequency (134)	Percent
Gender		
Male	98	73.1
Female	36	26.9
Age (Years)		
20 to 29	22	16.4
30 to 39	112	83.6
Marital Status		
Single	56	41.8
Married	78	58.2
Highest Educational Qualification		
Master Degree	134	100
Position in the Institution		
Assistant Lecturer	134	100
Monthly Salary		
₦ 150,000 to ₦ 200,000	134	100
Length of Service		
Below 5 years	32	23.9
5-9 years	102	76.1

Source: Survey, 2024

Table 2 displays the demographic information of the respondents who took part in the survey. The findings of which were tabulated using frequencies and percentages. In terms of the respondents' gender breakdown, males make up 73.1 percent and females make up 26.9 percent. Table 2 breakdown shows respondents' ages as of the latest birthday, 16.4 percent of respondents were between the ages of 20 and 29 while 83.6 percent were between the ages of 30 and 39.

In Table 2 marital status data shows that 58.2 percent of respondents were married, compared to 41.8 percent of respondents who were single. This demonstrates that most respondents were married. In Table 2 analysis of the respondents' highest educational attainment showed that all of them possess master's degrees. This implies that a master's degree is required to be an Assistant Lecturer.

From Table 2, all of the respondents are Assistant Lecturers. The estimated monthly salary of the respondents, which ranges from 150,000 to 200,000 naira was also disclosed in Table 2. Table 2 analysis of the respondents' job experience shows that while 76.1 percent have between five and nine years of experience, 23.9 percent have fewer than five years. The majority of respondents have between five and ten years of job experience.

4.2 Test of Research Hypotheses

Hypothesis One

Ho: Condition of service does not have a significant influence on migration intention among young academics in the University of Lagos.

Table 3: Linear Regression Coefficient of the Influence of Condition of Service on Migration Intention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-8.931	1.146		-7.795	.000
Condition of Service	1.360	.053	.912	25.551	.000

Dependent Variable: Migration Intention

The linear regression analysis detailed in Table 3 shows the influence of the condition of service on migration intention among young academics at the University of Lagos. A regression coefficient of 25.551 is shown in Table 3 along with a P-value of 0.000, which is less than 0.05. As a result, the null hypothesis is rejected and the alternative hypothesis is accepted at 5% level of significance. So, it can be said that the condition of service significantly affects the migration intentions of young academics at the University of Lagos.

Hypothesis Two

Ho: There is no significant relationship between Employee’ reward and migration intention among young academics at the University of Lagos.

Table 4: Correlation Coefficient of Relationship between Employee’s Reward and Migration Intention

Variables		Employee’s Reward	Migration Intention
Employee’s Reward	Pearson Correlation	1	-.853**
	Sig. (2-tailed)		.000
	N	134	134
Migration intention	Pearson Correlation	-.853**	1
	Sig. (2-tailed)	.000	
	N	134	134

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

Among young academics at the University of Lagos, Pearson's Correlation Coefficient was utilized to test the strength of the association between employee awards and migration intention. Table 4 displays a correlation coefficient of -0.853 at a significance level of 0.000, which is less than the threshold of 0.01 in statistical terms. This demonstrates a substantial inverse link between employee incentives and the inclination to migrate. The alternative hypothesis, which assumes that there is a strong negative link between employee reward and migration intention among young academics at the University of Lagos, is accepted and the null hypothesis is therefore rejected.

Hypothesis Three

Ho: Work environment has no significant relationship with migration intention among young academics in the University of Lagos.

Table 5: Correlation Coefficient of Relationship between Working Environment and Migration Intention

Variables		Working Environment	Migration Intention
Working Environment	Pearson Correlation	1	-.931**
	Sig. (2-tailed)		.000
	N	97	97
Migration intention	Pearson Correlation	-.931**	1
	Sig. (2-tailed)	.000	
	N	97	97

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

Among young academics at the University of Lagos, Pearson's Correlation Coefficient was utilized to test the strength of the association between work environment and migration intention. The correlation coefficient in Table 5 is -0.910, and the significance level is 0.000, which is less than or equal to 0.01. This demonstrates a substantial inverse association between work environment and intention to migrate. The alternative hypothesis, which shows that there is a substantial positive association between work environment and migration intention among young academics in the University of Lagos, is accepted and the null hypothesis is rejected.

Discussions of Findings

This study, which used the University of Lagos as the unit of study, focuses on the conditions of service and migration intentions of young academics working at tertiary institutions. The finding of the study revealed that conditions of service have a considerable impact on migration intention among young academics in the University of Lagos which was confirmed in the result of the first hypothesis where a p-value of 0.000 is less than 0.05 resulting in the rejection of the null hypothesis and which established the confirmation of the first objective of the study. This result corroborates the findings of Anyanwu and Emenike's study (2021), which examined the likelihood of academic experts migrating to federal universities in Southeast Asia. The study

found that the pull factors for academics' labour movement propensity include high wage packages, a better work environment, staff welfare, and social-security advantages, developed physical facilities, human capital development, and flexible employment rules.

Considering the second objective of the study, the second hypothesis was tested which stated that there is no significant relationship between Employees' reward and migration intention among young academics at the University of Lagos. The result revealed a strong inverse association between employee incentives and migration intentions among young academics at the University of Lagos. The result confirmed the second objective of the study. This result is consistent with the findings of Luna-Arocas and Camps (2014), who found that salary/income is a key employee retention strategy as well as a direct and indirect predictor of the desire to leave or migrate.

The third hypothesis which was derived from the third objective of the study which is to investigate the connection between working environment and migration intentions among young academics at the University of Lagos revealed that there is a negative correlation between work environment and young academics' inclination to emigrate from the University of Lagos. This finding corroborates Chandrasekar's (2011) study which found that dangerous and unhealthy work environments, such as those with insufficient ventilation, excessive noise, low lighting, etc., had an impact on employees' productivity and health.

5. CONCLUSION

The University of Lagos was selected as the unit of study with the primary goal of examining the impact of conditions of service on migration intention among young academics, namely those in the ranks of Assistant Lecturer and Graduate Assistant at tertiary institutions in Nigeria. The study found that conditions of service have a major impact on the migration of young academics. The study therefore concludes that conditions of service significantly

influence the migration intentions of young academics, particularly those in the ranks of Assistant Lecturer and Graduate Assistant at tertiary institutions in Nigeria. By focusing on the University of Lagos, the research highlights that factors such as work environment and employee rewards within the institution play a crucial role in shaping the decision of young academics to either remain in their current positions or seek opportunities elsewhere

Recommendations

To encourage young academics to stay and contribute their fair share to the development of tertiary institutions in Nigeria and the socio-economic development of Nigeria as a whole, it is recommended that;

- i. Both the government and the management of tertiary institutions in Nigeria should find ways to improve the conditions of service generally in tertiary institutions in Nigeria to curtail brain drain.
- ii. The University management should revise and enhance the remuneration packages for young academics, particularly those in the ranks of Assistant Lecturer and Graduate Assistant.
- iii. The University should regularly acknowledge and reward the contributions of young academics through awards, promotions, and other forms of recognition. Such incentives can enhance job satisfaction and loyalty, making academics less likely to migrate.
- iv. The University should establish clear and transparent pathways for career advancement, including opportunities for further education, research funding, and participation in international conferences. By supporting the professional growth of young academics, the institution can foster a sense of purpose and commitment, thereby reducing the likelihood of migration

References

- Adams J. M. (2019). The value of worker well-being. *Public Health Reports*. 134(6), 583-586. doi:10.1177/0033354919878434.
- Ali, Abdiaziz & Abdiqani (2013). Working conditions and employees' productivity in manufacturing companies in sub-saharan African context: case of Somalia. *Educational Research International*. 2(2), 67-77
- Amrstrong, M. (2017), *Employee reward management and practice*. London & Philadelphia: Kogan Page
- Anyanwu, J. A & Emenike, O. (2021). Analysis of labour migration tendency of academic professionals in federal Universities in South East, Nigeria. *International Journal of Arts, Humanities and Social Studies*. 3(5), 95-102
- Ariu, A., Docquier, F., & Squicciarini, M. P. (2014). Governance quality and net migration flows. Mimeo
- Assaf, A. M. & Alswalha, A. (2013). Environmental impacts of working conditions in paint factories workers in the Hashemite Kingdom of Jordan. *European Scientific Journal*, 9(8), 253-277.
- Azizi, S. S. (2018). The impacts of workers' remittances on human capital and labour supply in developing countries. *Economic Modelling*, 75, 377–396.
- Becker, F. O. (1981). *Workspace creating environments in organisation*. New York: Praeger.
- Bénassy, J. P., & Brezis, E. S. (2013). Brain drain and development traps. *Journal of Development Economics*, 102(8), 15–22.
- Bergh, A., Mirkina, I., & Nilsson, T. (2015). Pushed by poverty or by institutions? Determinants of global migration flows (IFN Working Paper 1077). Stockholm: *Research Institute of Industrial Economics (IFN)*.
- Bernadin, H.J. (2015). *Human resource management: An exponential approach*. (4th ed.) New York: McGraw-Hill Irwin.
- Byra, L. (2013). Rethinking the brain drain: Dynamics and transition. *International Review of Economics & Finance*, 28, 19–25.
- Cascio, W.F. (2016). *Managing human resources: Productivity, Quality of work, life, profits*. (6th ed). New-York: McGraw Hill Higher Education.
- Cebolla-Boado, H., Hu, Y., & Soysal, Y. N. (2018). Why study abroad? Sorting of Chinese students across British universities. *British Journal of Sociology of Education*, 39(3), 365–380.
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 72-97
- Dilani, A. (2004). Design and health III: Health promotion through environmental design. Stockholm, Sweden: *International Academy for Design and Health*. 34, 121-132
- Dixit, V. & Bhati, (2016). A study About Employee Commitment and its Impact on Sustained Productivity in India AutoComponent Industry. *European Journal of Business and Social Sciences*. 1(6), 44-5.
- Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *S A Journal of Industrial Psychology*, 36(1), 1-13.
- Gomez -Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016) *Managing human resources*. New Jersey: Pearson Prentice Hall.
- Hartman, D. (2016), *Types of finance, rewards and incentives ehow money*.www. e How money, com
- Humphries, M. (2005). Quantifying occupant comfort: Are combined indices of the indoor environment practicable? *Building Research and Information*, 33(4), 317-325.

- Jiang, Z., Wang, Y., Guo, F., & Gollan, P. J. (2018). Vocational experiences and quality of life of migrants: Overview and future research. *Social Indicators Research*, 139(1), 403–414.
- Jui-Min & Da-Sen (2018). The impacts of working conditions and employee competences of fresh graduates on job expertise, salary and job satisfaction. *Journal of Reviews on Global Economics*, 7, 246-259.
- Karasek, R., & Theorell, T. (1990). *Health work: Stress, productivity and the reconstruction of working life*. New York: Basic Books.
- Kodarlikar, M. & Umale, V. (2020). A healthy workplace environment: Impact on employee and organizational performance. *Iconic Research and Engineering Journals*. 4(2), 116-122
- Loubaki, D. (2012). On the mechanics of the brain-drain reduction in poorest developing countries. *Journal of Economic Development*, 37(3), 75–106
- Luna-Arocas, R. and Camps, J. (2008). A model of high performance work practices and turnover intentions. *Personnel Review*, 37(1): 26-46.
- McGuire, D., & McLaren, L. (2009). The impact of physical environment on employee commitment in call centres: The mediating role of employee wellbeing. *Team Performance Management*, 15(1–2), 35–48.
- Morrell, K., Loan-Clarke, J., & Wilkinson, A. (2001). Unweaving leaving: the use of models in the management of employee turnover. *International Journal of Management Reviews*, 3(3), 219-244.
- Mu, Z., & Yeung, W.-J. J. (2018). For money or for a life: A mixed method study on migration and time use in China. *Social Indicators Research*, 139, 347–379
- Mueller, D. R (2016) *Financial Incentives to Increase Employees Motivation*; www.ehow.com
- Nelson, B. (2015), Money is not the Root of all Motivation; *Health Care Registration* 12(10) July 7-9.
- Nitisemito, A. S. (2001). *Personnel management, human resources management* (3rd ed.). Ghalia Indonesia, Jakarta
- Robbins, S.P. (2009) *Essentials of Organisational Behavior. 8th Edition*, Pearson Education, Inc., Prentice Hall, Diamond. (In Japanese)
- Stam, H. (2010). *Theory. In Encyclopedia of research design*. Thousand Oaks, CA: Sage.
- Suciu, M.C. & Florea C.A., (2017). An empirical study on the migration among young skilled and creative people. *Amfiteatru Economic*, 19(46), 727-741
- Sutrisno, E, (2009). *Manajemen Sumber Daya Manusia. Edisi Pertama. Cetakan Pertama, Penerbit Kencana Jakarta*. Bandung: PT RafikaAditama.
- Ulrich, T, (2015). Academic mobility and migration: What we know and what we do not know. *European Review*, 23(1), 16-37.
- Veitch, J.A., & Newsham, G.R. (2000). Exercised control, lighting choices and energy use: An office simulation experiment. *Journal of Environmental Psychology*, 20(3), 219-237.
- Veitch, J.A., Charles, K.E., Newsham, G.R., Marquardt, C.J.G., & Geerts, J. (2004). *Workstation characteristics and environmental satisfaction in open-plan offices*. COPE Field Findings (NRCC47629) Ottawa, Canada: National Research Council.
- Wang, Z., & Jing, X. (2018). Job satisfaction among immigrant workers: A review of determinants. *Social Indicators Research*, 139, 381–401.

APPENDIX

LIST OF TABLES

Table I

Reliability Statistics		
Variables	Cronbach's Alpha	Items
Condition of Service	.906	5
Employees' Reward	.903	5
Working Environment	.954	6
Migration Intention	.927	6
All items on questionnaires: 22		Cronbach α
		0.976

Source: Survey, 2024

Table II

Social and Demographic Information	Frequency (134)	Percent
Gender		
Male	98	73.1
Female	36	26.9
Age (Years)		
20 to 29	22	16.4
30 to 39	112	83.6
Marital Status		
Single	56	41.8
Married	78	58.2
Highest Educational Qualification		
Master Degree	134	100
Position in the Institution		
Assistant Lecturer	134	100
Monthly Salary		
₦ 150,000 to ₦ 200,000	134	100
Length of Service		
Below 5 years	32	23.9
5-9 years	102	76.1

Source: Survey, 2024

Table III:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-8.931	1.146		-7.795	.000
Condition of Service	1.360	.053	.912	25.551	.000

Dependent Variable: Migration Intention

Table IV:

Variables		Employee's Reward	Migration Intention
Employee's Reward	Pearson Correlation	1	-.853**
	Sig. (2-tailed)		.000
	N	134	134
Migration intention	Pearson Correlation	-.853**	1
	Sig. (2-tailed)	.000	
	N	134	134

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

Table V:

Variables		Working Environment	Migration Intention
Working Environment	Pearson Correlation	1	-.931**
	Sig. (2-tailed)		.000
	N	97	97
Migration intention	Pearson Correlation	-.931**	1
	Sig. (2-tailed)	.000	
	N	97	97

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

LIST OF TABLE CAPTION

Table I : Reliability of the Measuring Instrument Employed in the Study

Table II: Social and Demographic Information about the Respondents

Table III: Linear Regression Coefficient of the Influence of Condition of Service on Migration Intention

Table IV: Correlation Coefficient of Relationship between Employee's Reward and Migration Intention

Table V: Correlation Coefficient of Relationship between Working Environment and Migration Intention