

Job Satisfaction and Migration Intention of Health Information Managers in Nigerian Health Sector

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Abstract

A large scale migration of health practitioners was observed. Therefore, the study in bid to understand factors that causes this migration aimed at understanding the influence of job satisfaction on migration of health information managers in Nigeria. The survey research design was adopted, the population of the study consist of eighty (80) health information management professionals in the Lagos hospitals. Total enumeration was used for the study which make do for the sampling of all the eighty (80) health information managers. A structured questionnaire was adapted to gather data for the study. Descriptive and inferential statistics were used for analysis. The study found a moderately high level migration intention among health information management practitioners with financial, cultural and environmental consideration service as the push and pull factors for the health practitioners. The test of hypothesis revealed that Job satisfaction (($R = 0.955$, $p < 0.05$) have significant influence on migration intention of health information managers. The study concludes that emigration intention among health information manager is on the increase and it is mainly due to lack of job satisfaction. It is therefore recommended that hospital management in Nigeria pay attention to motivators and hygiene factors capable of contributing to the job satisfaction of health information management practitioners.

Keywords: Job Satisfaction, migration intention, health information managers

Introduction

Large-scale migration of health information managers first became an issue in 1940. That period saw the beginning of mass migration of health information managers from Europe to the United Kingdom and the United States of America. This trend continued and it became so rampant in the 1960s, that several European governments became alarmed and tried to stop it. The issue also caught global attention. The World Health Organization (WHO) published a detailed study spanning 40 countries in 1979 to highlight the importance and flow of health workers, with the findings indicating that nearly 90 percent of all migrating physicians were moving to just five countries: Australia, Canada, the Federal Republic of Germany, the United Kingdom, and the United States (Naqvi, Zehra, Naqvi, Ahmad, Ahmad, Usmani, Badar, Younus, & Khan, 2017).

The migration of health practitioners to these developed countries still continues. However, a significant portion of the current inflow of health practitioners is coming from Africa, particularly, Nigeria. Researchers have spoken about a culture of migration among Nigerian health practitioners (Muanya 2020). This is a situation in which students in medical, nursing and other health-related courses are indoctrinated right from schools by lecturers, parents and colleagues that the best path for them is to seek greener pastures after their education (Awire, 2017). While accurate statistics is difficult to obtain, available figures show that more than nine thousand Nigerian doctors are currently working outside the country. In addition, the Nursing and Midwifery Council of Britain reported that 3,782 Nigerian nurses trained by taxpayer fund in Nigeria are now practicing in England and Scotland (Tolu-Kolawole, 2020). These figures represent only those who are recognized as health practitioners by the countries they have migrated to. There are still several who have not secured employment as health practitioners or who are as working menial labourer and other jobs apart from the health sector.

Scholars on migration have identified various documented factors that influence the migration of healthcare professionals. The factors are categorized under “push” and “pull” factors as determinants of migration decisions. “Push factors “are those economic, cultural and environmental factors that exist within the county of origin, motivating professionals to leave.

While ‘pull factors’ are the economic, cultural and environmental factors that attract health information managers originating from the recipient country’s policies and actions (Sasso, Bagnasco, Catania, Zanini & Aleo, 2019). The push factors are present in Nigeria as a country and it is driving the outward flow of health practitioners to other countries especially in Europe and America where there are also pull factors. According to Shirmohammadi, Beigi, & Stewart, (2019), the push and pull factors for Nigerian health information managers has been have been identified as an issue in their job satisfaction which is a factor that can determine emigration intention among them

Health information managers in Nigeria often complain about various aspects of their jobs that they considered unsatisfactory. This includes low remuneration, poor conditions of service, management shortcomings, overwork, and lack of the necessary facilities that enhance their job performance. In addition to these, the live in a society where security of live is not guaranteed and infrastructural facilities such as power supply, adequate housing and road networks that can make live convenient are not available (Ramalan, & Garba, 2021). When all these is contrasted against condition of work in other places such as Europe and America, a true picture of the push and pull factors that encourage health practitioners to migrate begin to emerge

While lack of satisfaction of health professional with several aspects of their jobs such as remuneration, working condition and opportunity for career advancement constitute the push factor that encourage migration, there also pull factors that encourage them to migrate. These

pull factors include higher remuneration, opportunity for advancement, and the prestige associated with working abroad, especially among citizens of developing countries. Many health information managers in developing countries have reported having someone who encourages them to migrate in order to enjoy better working conditions. The migration of health information managers for better opportunities both within countries and across international borders is of growing concern worldwide because of its impact on health systems in developing countries. Moreover, preliminary investigation, close observation and review of related literature has shown about half of the 74,543 doctors on the register of the Medical and Dental Council of Nigeria (MDCN) have migrated and are now working in various hospitals around the world (Ezigbo, 2020). This is alarming considering the fact that Nigeria has a very low concentration of doctors with the World Health Organization projecting that the country needs more than 300,000 doctors in order to attain the global benchmark of recommended doctor-to-patient ratio of 1:600 (Muanya 2020).

The need for health information managers to migrate abroad to seek greener pastures may be logical on the individual level but it is detrimental to the society which trained and placed its hope on their expertise. This dictates that the factors that influence migration must be properly understood so that the appropriate strategy can be devised to ensure that the health sector does not collapse as a result of lack of the required skilled personnel. However, there is a dearth of literature on the influence of job satisfaction on the migration of health information managers, particularly in Lagos state Nigeria. In the light of this, it is considered relevant to examine job satisfaction and emigration intention among health information managers in Lagos State.

Research Questions

- 1 What is the level of migration intention among health information managers in Lagos state

2 What is the level of job satisfaction among health information managers in Lagos state

Hypothesis

There is no significant influence of job satisfaction on the emigration intention of health information managers in Lagos state

Literature Review

Migration is literally the act of conscious and deliberate movement from one geographical area to another for various purposes such as self-preservation or simply recreational purposes. Immigration refers to the process through which people move to a new country, either voluntarily or involuntarily, with the intention of establishing a permanent residence there for an extended length of time (Esses, Wright, Thomson, & Hamilton, 2017). Available literature suggests that health information managers have been moving from one country to another in search of greener pastures for many years now. It is only in the past two decades that migration has occurred in such a high proportion that it has attracted world attention, including that of international organizations such as the International Council of Health information managers (ICN) and the World Health Organization (WHO) in recent years, the migration of health information managers has been on the increase with majority of the movement emanating from developing countries to developed countries as increasing numbers of health information managers, midwives, and doctors seek employment across borders due to various factors (Fong, Verkuyten, & Choi; Cometto, Buchan, & Dussault, 2020).

Socioeconomic, political, professional and personal factors in their countries of origin have been identified as playing a major role as motivators for migration among the international nurse recruits. Labor migration has been facilitated by globalization, as a “set of processes

involving increasing liquidity and the growing multi-directional flows of people, objects, places and information as well as the structures they encounter and create (Ritzer, & Dean, 2019).

The term "job satisfaction" has been defined in various manners by several scholars. One of the simplest definitions defined job satisfaction as a measure of a person's feelings toward their job position. Another definition posits that a worker's attitude toward his or her entire job structure is the measurement of his or her level of job satisfaction. In the same vein, another scholar defined job satisfaction as an employee's level of contentment with their work (Aslan, & Atesoglu, 2021). This is further supported by another author who viewed job satisfaction as an employee's overall impression of the job.

Another way to measure job satisfaction is to look at how well employees are able to express their emotions on the job (Rosdaniati, & Muafi, 2021). Job satisfaction can be defined as the level of contentment employees feel toward various aspects of their work lives (Khaskheli, Jiang, Raza, Qureshi, Khan, & Salam, 2020). Although there may be a variety of definitions of job satisfaction, there is a central theme of personalization of feelings by the employee that remains constant. Employees who perform at the top of their game are more likely to report feeling content in their work environments, even if job satisfaction is not a science (Qing, Asif, Hussain, & Jameel, 2020). These definitions view job satisfaction from the viewpoint of the emotion or attitude of employees towards their job. While this is accurate, they both neglect to account for what can be behind the emotions or attitudes. There is an attempt to rectify this by another scholar added that job satisfaction is influenced by both internal and external factors (Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, & Eyiolorunshe, 2019). This acknowledgment of factors that lead to job satisfaction was the bedrock of the most popular theory in the field of management and organizational behavior; Herzberg's two-factor dimensions of job satisfaction and dissatisfaction.

Empirical studies showing the interrelationships between job satisfaction and emigration has been carried out. For instance, a study found that 93 percent of the factors that influenced migration intentions among the health information managers were career-related, including greater prospects for career advancement, an appropriate job match, job promotion, and independent control of practise. Some of the personal variables highlighted included selfactualization, social security, such as pensions, suitable equipment to use and desire to earn more money or get a raise as a reason in their decision to leave their current (Lowe & Chen, 2016). Furthermore, a total of 1003 surveys were examined (response rate: 38 percent). 4.5 percent of 273 doctors said they were "certainly" or "probably" going to migrate, while 22.7 percent said they were "probably" going to go. Work-life balance, greater wages, and better working circumstances all played a role in their decision to migrate to another country. The study found that, due to the perception of better conditions of service abroad, sixty-two percent of doctors in Poland plan to migrate for at least, a short-term stay in another country (Ullah, Sehrish, Anwar & Rana, 2018)

A descriptive examination of data received from African countries found that the application of financial incentives has had favorable results in some African nations. Botswana established significant overtime allowances of up to 30 percent of pay, part-time employment, flexible hours, and accommodation in an effort to retain nurses. In 2001, Zambia similarly quadrupled nurses' compensation. Donors provided Malawi with \$278 million in 2004 to strengthen the recruitment and retention of health information managers through compensation increases, better staff housing, and other incentives. The number of registered nurses leaving Malawi decreased from 111 in 2001 to six in the first half of 2008, yet enrollment at nursing schools doubled (Botezat, & Moraru, 2019)

A study in Nigeria highlighted the influence of intrinsic and extrinsic factors on job satisfaction among health information managers. The result indicated that there is a low level of job satisfaction among the respondents. The test of hypotheses also revealed a significant relationship between work environment and job satisfaction, supervision and job satisfaction, organisation and administrative policy, interpersonal relationship and job satisfaction and between salary and job satisfaction. While all of these represents extrinsic factors, the intrinsic factors identified to influence nurses job satisfaction include: sense of achievement, recognition, responsibility, opportunity for advancement, work itself and communication (Lee, 2017) When these nurses hear of fat pays and sophisticated equipment in foreign hospitals (Pull factors), their intention to migrate may become strengthened. That is why it has been suggested that adequate remuneration, creating healthy practicing environment and improve their staffing of nurses to retain the practicing nurses and attract younger generation into the profession.

Methodology

The survey research design was used in this study, the population of the study consist of eighty (80) health information management professionals in the hospitals. Total enumeration was used for the study which make do for the sampling of all the eighty (80) health information managers. A structured questionnaire was adapted to gather data for the study. Descriptive and inferential statistics were used for analysis.

Analysis

The study found that the gender distribution shows that female respondents 45 (56%) has a slight majority compared to male respondents who are 35 in number, representing 44% of the total respondents. Aged 45 years and above are in the majority as they are 23 (28%). Majority

of respondents 25 (32%) have first degree in related disciplines. 21 (26%) making majority have between 6- 10 years work experience

Research Question One: What is the level of migration intention among health information managers in Lagos State?

Table 4.2: Level of Migration Intention among Health information managers in Lagos State

Items	SA	A	D	SD	Mean
Economic Factors					
I am always thinking of migrating abroad because my pay is too low	27 (32%)	19 (24%)	17 (22%)	17 (22%)	2.66
There is poor standard of living in my country	40 (50%)	40 (50%)	--	--	3.48
I intend to travel abroad because of lack of employment opportunities in my country	23 (28%)	23 (28%)	17 (22%)	17 (22%)	3.24
I intend to travel abroad in order to be able to take care of my family	40 (50%)	22 (26%)	18 (24%)	--	2.72
Weighted Mean					3.03
Cultural Factors					
People working abroad are more respected in my society	40 (50%)	18 (24%)	--	22 (26%)	2.58
Working abroad will make me more recognized in my field	22 (26%)	23 (28%)	18 (24%)	17 (22%)	3.22
Health information managers get better recognition in Nigeria if they have practiced overseas before	36 (48%)	22 (26%)	22 (26%)	--	3.22
My overall standing in my community will be improved if I practice abroad compared to practicing in Nigeria	40 (50%)	23 (28%)	17 (22%)	--	3.28
Weighted Mean					3.08
Environmental Factors					
I wish to travel abroad to escape insecurity in Nigeria	41 (52%)	22 (26%)	17 (22%)	--	3.30
I wish to travel abroad to because of the poor working environment in Nigeria	23 (28%)	23 (28%)	17 (22%)	17 (22%)	2.62

I wish to travel abroad because I am overworked in my18 present workplace	40 (24%)	22 (50%)	-- (26%)	2.98
I wish to travel abroad because of the mismanagement of36 the health sector in Nigeria	36 (48%)	4 (2%) (48%)	4 (2%)	3.42
Weighted Mean				3.08
Grand Mean				3.06

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.

Note: Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Source: Field Survey Results (2022)

Table 4.2 showed a high level of migration intention among health information managers in Lagos State. Migration intention was measured with economic factors, cultural factor and environmental factors. Looking at the economic factor, on an average, the respondents indicated that they intend to travel abroad in order to be able to take care of the family has a mean of 2.72. Overall, the weighted mean for economic factor of migration is 3.03 which shows high intent.

Table 4.2, also shows the result of cultural factors of migration among the respondent. On average, the respondents indicated that they intend to travel abroad because their standing in the community will be improved if they practice abroad compared to practicing in Nigeria has a mean of 3.28. Overall, the weighted mean for cultural factor of migration is 3.08 which shows a high level.

The third construct of emigration intention is environmental factors. The responses in table 4.2 shows that on an average, the respondents indicated that they wish to travel abroad because of the mismanagement of the health sector in Nigeria has a mean of 3.42. Overall, the weighted mean for environmental factor of migration is high.

Given the weighted mean of economic factors is 3.03, it is considered high according to the decision. This mean that economic reasons is one of the major aspect of the intention to migrate among the respondents. Similarly, given that the weighted means for cultural faction is 3.08, it also indicates a high level of cultural factor that can raise the intention to migrate among the respondents. Also, the weighted mean of environmental factors is 3.08 indicating that there is a high level of environmental factor driving the intention to migrate among the respondent. Taken together, the grand mean derived from the three metric is 3.06 which shows that the intention to migrate among the respondents is high.

Question 2: What is the Level of Job Satisfaction among Health information managers in Lagos State?

Table 4.3: Level of Job Satisfaction among Health information managers in Lagos State

Items	SA	A	D	SD	Mean
Recognition					
My supervisor appreciates my input at work	18 (24%)	45 (54%)	17 (22%)	--	3.02
My employer does recognize my contribution to	17 (22%)	45 (54%)	18 (24%)	--	2.98
<hr/>					
I have always received commendation for any extra effort I put into my work	17 (22%)	19 (26%)	40 (50%)	4 (2%)	2.68
Weighted Mean					2.89
Career Advancement					
My employer ensure that deserving employees are promoted in due time	17 (22%)	46 (56%)	17 (22%)	--	3.00
I am satisfied with the criteria for promotion in my place of work	18 (24%)	24 (30%)	18 (24%)	17 (22%)	2.56
I am satisfied with rate of advancement at my place of work	19 (24%)	23 (28%)	19 (24%)	19 (24%)	2.52
Weighted Mean					2.69
Personal Growth					
Individual initiatives is encouraged at my current place of work	--	63 (78%)	17 (22%)	--	2.78
If I could choose the career again I would make the same decision	18 (24%)	23 (28%)	22 (26%)	17 (22%)	2.54
I am satisfied with my achievement at work	22 (26%)	40 (50%)	9 (12%)	9 (12%)	2.90
I have skills, knowledge and training required to do my job	36 (48%)	22 (26%)	22 (26%)	--	3.22
Weighted Mean					2.86

Working Conditions

My work environment is very conducive with basic facilities	18 (24%)	22 (26%)	18 (24%)	22 (26%)	2.48
I am provided with necessary resources that make my work effective	17 (22%)	18 (24%)	22 (26%)	23 (28%)	2.38
My physical working condition are good	4 (2%)	22 (26%)	17 (22%)	40 (50%)	1.78

Weighted Mean **2.22**

Salary **SA** **A** **D** **SD** **Mean**

My salary is being paid as at when due	17 (22%)	46 (56%)	--	17 (22%)	2.78
My salary is adequate with the level of responsibilities I have in my workplace	17 (22%)	22 (26%)	24 (30%)	17 (22%)	2.48
My Salaries are adequate and commensurate with my level of competence	17 (22%)	22 (26%)	17 (22%)	24 (28%)	2.40

Weighted Mean **2.55**

Grand Mean **2.64**

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.

Note: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD)

Source: Field Survey Results (2022)

Table 4.3 present the result of analysis of the level of Job Satisfaction among Health information managers in Lagos State. Job satisfaction was measured has two dimensions; motivators and hygiene factors. Motivators included in the study are recognition, personal growth and career advancement opportunities. On an average, the respondents indicated that they have always received commendation for any extra effort they put into their work has a mean of 3.35. The weighted mean of recognition is 2.68 which indicates that the level of recognition for health practitioners is average. On average, the respondents indicated that their employer ensure that deserving employees are promoted in due time has a mean of 3.00. On an average, the respondents indicated that they are satisfied with the criteria for promotion in their place of work has a mean of 2.56. Furthermore, on average, the respondents indicated that they are satisfied with rate of advancement at their place of work has a mean of 2.52. Overall,

the weighted mean for career advancement is 2.69 which indicates a moderate level of career advancement opportunities for the respondents.

Table 4.3, also shows the result of personal growth as a motivator for employee satisfaction. On average, the respondents indicated that individual initiatives are encouraged in their current place of work has a mean of 2.78. On an average, the respondents indicated that if they could choose the career again, they would make the same decision has a mean of 2.54. More so, on average, the respondents indicated that they are satisfied with their achievement at work has a mean of 2.90. Furthermore, on average, the respondents indicated that they have skills, knowledge and training required to do their job has a mean of 3.22. Overall, the weighted mean for personal growth is 2.86 which indicates a moderate level of personal growth opportunities for the respondents.

The second construct of job satisfaction is hygiene factors. Hygiene factors examined in this study include working conditions and salary/wages. For working condition, average respondents indicated that that their work environment is very conducive with basic facilities has a mean of 2.48. More so an average of the respondents indicated that they are provided with necessary resources that make their work effective has a mean of 2.38. Furthermore, the average of the respondents indicated that their physical working condition are good has a mean of 1.78. Overall, the weighted mean for working is 2.22.

The table 4.3 also revealed that on the average, the respondents indicated that their salary is being paid as at when due has a mean score of 2.78 of average of the respondents indicated that their salary is adequate with the level of responsibilities they have has a mean score of 2.40. Overall. The grand mean for job satisfaction among the respondents is 2.64 which indicate a moderate level of job satisfaction.

Table 4.4 (a-c): Influence of Job satisfaction on the Emigration Intention of Health Information Managers in Lagos State

Model Summary

	Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.913	.911	.25336

a. Predictors: (Constant), Job satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.322	1	32.322	503.515	.000 ^b
	Residual	3.081	48	.064		
	Total	35.403	49			

a. Dependent Variable: Migration Intention

b. Predictors: (Constant), Job satisfaction

Coefficients^a

Model	Unstandardized	Standardized t	Sig.		
		Coefficients	Coefficients		
		B	Std. Error	Beta	
1	(Constant)	.347	.126		2.749 .000
	Job satisfaction	1.020	.045	.955	22.439 .000

a. Dependent Variable: Emigration Intention

Table 4.4a-c presents the results of the simple regression analysis for the influence of job satisfaction on the emigration intention of health information managers in Lagos State, Nigeria. From the results in Table 4.4a, job satisfaction has a positive and significant relationship with the emigration intention of health information managers in Lagos State, Nigeria ($R = 0.955$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.911 shows that job satisfaction explains 91.1% of the changes in emigration intention of health information managers in Lagos State, Nigeria, while the remaining 8.9% variation in emigration intention of health information managers in Lagos State, Nigeria is explained by other variables not considered in this study.

Discussion of Findings

The analysis research question one revealed that the level of migration intention among health information management practitioners in Lagos state is moderately high with financial, cultural and environmental consideration service as the push and pull factors for the health practitioners. This finding aligns with what has been reported in literature. The high intention to migrate among health information managers has been linked to a variety of socio-political factors. Scholars have found that health information managers migrate in search of a better quality of life even when there are no direct economic or professional incentives to do so (AlHamdan, Al-Nawafleh, Bawadi, James, Matiti, & Hagerty, 2015; Castro-Martín, & Cortina, 2015). Having a better quality of life isn't just about economics; it's also about living in a better and safer environment because their current living conditions were unmanageable and a threat to their families. Some medical professionals moved to another country to open doors for family members to experience a different culture (Al-Hamdan et al, 2015), while others were prompted to do so by family members (Castro-Martín, & Cortina, 2015). Since the expansion of the European Union, there has been an increase in the number of health information managers moving between EU countries, and some of the most common social motivations include a desire for better living conditions (Galbany-Estragués & Nelson, 2016).

Some health information management practitioners migrated in search of security for themselves and their families; they left their countries due to political instability and violent conflict, particularly in countries like Lebanon and some of those in sub-Saharan Africa⁵⁹. As already stated above, this political instability can be directly linked to a poorly performing economy. Political factors are closely aligned with social and other factors as the political situation provides the context for the social and work environment. High levels of violence and crime in the country, a general sense of despondency and seeing no future motivated health information managers to move. For example, Lebanese health information managers wanted to

raise their families in a politically safe environment that also showed signs of economic growth (Suciu, Popescu, Ciumageanu, & Buzoianu, 2017).

Motivations related to social and political factors have been seen to influence international nurse migration. Some serve as push factors while others take the form of 'pulling' health information managers to other countries. These economic, professional and socio-political factors were not the only motivations for health information managers. Linked with these factors were personal reasons to migrate (Oda, Tsujita, & Irudaya Rajan, 2018).

In response to the research question two the study found that the level of job satisfaction among health information managers in Lagos state is moderate with majority rating the working condition very low. In addition, other factors that determine employee satisfaction such as salary and opportunity for personal growth rated just a little above average indicating that health practitioners are out rightly not satisfied with these. This finding is also reported in various related studies.

Scholars found that intrinsic satisfaction is a major challenge for health information managers as they often have to work in the direst of environments. Hospitals are not equipped with the right facilities, basic tools are often not provided, and there is the challenge of power supply which often affect major medical procedures and put patients' lives in jeopardy. In addition to this, there have been reports of overwork of health information managers with hospitals being grossly understaffed and bed spaces being at a premium (Musinguzi, Namale, Rutebemberwa, Dahal, Nahirya-Ntege, & Kekitiinwa, 2018) All of these are against the backdrop of endemic corruption on the part of the government with funds meant for the health sector being mismanaged by those in power.

One major source of dissatisfaction among health information managers, especially in Nigeria is the issue of salary and other emoluments. A study found that Health information managers in Nigeria believed they are overworked and grossly underpaid. This issue has led to numerous strike actions among various health personnel in Nigeria with an average of two strikes each year since the return to democratic governance in 1999(Lasebikan, Ede, Lasebikan, Anyaehie, Oguzie, & Chukwujindu, 2020)

Conclusion

The study revealed that the level of migration intention among health information management practitioners in Lagos state is moderately high with financial, cultural and environmental consideration service as the push and pull factors for the health practitioners. The study found that the level of job satisfaction among health information management practitioners in Lagos state is moderate with majority rating the working condition very low. In addition, other factors that determine employee satisfaction such as salary and opportunity for personal growth rated just a little above average indicating that health practitioners are out rightly not satisfied with these. The study has found that emigration intention among health information manager is on the increase and it is mainly due to lack of job satisfaction. What is more worrisome is that this study found that the emigration intention is similar in both male and female. What this indicate is that the situation has deteriorated to the extent that even females who are usually reluctant to migrate are now being forced to look for greener pasture. Nigeria as a country cannot afford continue losing its skilled workers to other countries because of poor condition of work and lack of all indices that promote job satisfaction.

Recommendation

Based on the finding and conclusions reached in this study, the researcher considers the following recommendations as appropriate;

1. There is a need for the stakeholders in the Nigerian health sector to appeal to the spirit of patriotism among health information management practitioners in Lagos state to reduce the level of emigration intention.
2. It is important that hospital management in Nigeria pay attention to motivators and hygiene factors capable of contributing to the job satisfaction of health information management practitioners in Lagos state.

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