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Effect of Reward Management on Brain-Drain Syndrome and Human Capital Formation in Nigeria

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Abstract

The effect of reward management on brain drain syndrome and human capital formation in Nigeria is a critical issue with profound implications for the country's socio-economic development. This paper explores the dynamics of how reward management practices influence the migration of skilled professionals (brain drain) and its effect on the development of a robust human capital base. Nigeria, like many developing countries, faces significant challenges in retaining skilled professionals. The paper notes that effective reward management is essential in motivating and retaining employees, thus playing a pivotal role in mitigating brain drain. Findings show that inadequate financial compensation, poor working conditions, and lack of career development opportunities are primary drivers of brain drain among Nigerian professionals. The paper posit that effective reward management not only helps retain talent but also enhances human capital formation by fostering an environment where professionals can grow and contribute to national development. Policies aimed at improving reward management can lead to a more stable and productive workforce, ultimately supporting economic growth and development. It concludes that a strategic approach to reward management is crucial for combating brain drain and fostering human capital formation in Nigeria. By addressing the key factors that drive skilled professionals to leave, Nigeria can better retain its talent and build a more resilient and capable workforce. The paper recommends measures for effective reward management systems towards human capital utilisation for the attainment of overall development in Nigeria.

Keywords: Reward Management, Compensation Strategies, Brain Drain Syndrome, Human Capital Formation, Talent Migration, Skill Retention, Workforce Development

Introduction

The critical and catalytic role of qualified and skilled manpower in facilitating a country's rapid and sustainable socio-economic and technological advancement cannot be under-estimated. Nations today depend increasingly on knowledge, ideas and skills for solutions to their developmental problems. Unceasing substantial loss of intellectuals and technical personnel from any nation causes dire depletion of the economy of that nation (Offor, Egbulonu, Ikwumezie & Njoku, 2022). Brain-drain insurgency has become pervasive amongst professionals and the last option for everyone in the country to realise a sustainable quality of work-life (Emeghara, 2013).

It is not an overstatement to state that no nation can carry out any of its developments programmes without adequate and competent human resources (Fatile & Adejuwon, 2011). Nigeria is facing a significant challenge with brain drain, particularly in critical sectors such as healthcare and education. Highly skilled professionals are leaving the country in large numbers, primarily due to poor working conditions, inadequate remuneration, and socio-political instability. This exodus is often referred to as "japa syndrome," and it has significant implications for Nigeria's development and economic growth. *Japa* means 'fleeing' beyond the shores of Nigeria. That is, deploying any migration strategy (regular or irregular) to escape from Nigeria's territory to other parts of the world (Okunade & Awosusi, 2023). The brain drain question in the development crises of Nigeria is not an entirely new phenomenon. It has been a recurring decimal in the development analyses of Nigeria since its contact with the Western World. Notwithstanding the supposed benefits of Euro-African contact, Nigeria suffered great losses than it gained from this contact. What has consigned Africa, and indeed Nigeria, to the position of "the wretched of the world system" is the contemporary brain drain that has skimmed the cream of their human resources (professionals) from the development challenge of the continent (El-Khawas, 2004).

Although Nigerians have been leaving since the country's first encounter with the West, the early emigration differed from the modern variety in terms of extent, intent, and impact on the nation. The scope of emigration was small at the time, with people leaving in trickles; the purpose was self-improvement through the acquisition of higher academic credentials from the well-developed academic systems of developed countries for national development; and the effect on the country was positive, with the quality of its human capital greatly improved (Akporehe, 2022). However, contemporary emigration differs in these parameters: it is threateningly widespread in scope; its purpose is driven by personal considerations of survival and escape from the domestic economy's socioeconomic and political contradictions; and its impact is far-reaching, eroding the country's vital human capital base, which is critical for national development.

The building of a modern nation is based on science and technology, and to a large extent upon the development of people and the planning of human activity. Several factors account for economic growth and national development of a nation, these include human capital, natural resources, technological progress, etc. But none is more important and vital than human capital; most nations today are development oriented towards improving the lots of mankind (Okwoli, 2014). Over the last decades, an increasing number of developed countries have put in place different mechanisms to encourage the immigration of only the most talented, skilled individuals from developing countries. It is an indisputable fact that labour migration hurts the emigrant's country (Egbule, 2023).

Brain drain, the emigration of highly skilled professionals to more developed countries, is a significant issue in Nigeria. Various professionals and skilled workforce, most of the times and for various reasons, battle with the choice to leave Nigeria to seek for "greener pastures" in Western and Asian countries. It results in the depletion of human capital, negatively affecting the country's development (El-Khawas & Ndume, 2006). Reward management, which involves strategies to attract, motivate, and retain employees, plays a critical role in mitigating brain drain and fostering human capital formation.

Statement of the Problem

While modern migration generally appears to be anchored on individual decisions, these decisions are not made in isolation but within the context of the state system, especially their material condition within that system as well as the stimuli from the international system. e. Human capital flight leads to sustained decrease in income growth rate of developing nations. And it is in support of this that Olunloyo (2013), in his submission on brain drain and capital flight in Nigeria, defined brain drain as movement of financial capital and an economic cost. Thus, the brain drain of Nigerian professionals and other highly-skilled personnel is not a product of isolated occurrence. It is a product of, and a response to, the stimuli from two interrelated sources: the domestic and international environments. While Nigeria's internal dynamics engendered and shaped the conditions that facilitated brain drain, it was the international stimuli that gave, and still gives, it concrete manifestation as well as sustained it.

Brain drain, which metamorphosed from slave trade, has effectively depleted the pool of skilled professionals needed by Nigeria to engender its development. Brain drain has been identified as one of the principal factors hampering development in Nigeria. Lack of good rewarding system for hardworking manpower is one of the main causes of brain drain in Nigeria. Nigeria lacks good rewarding system for hard working teachers who are outstanding in their academic profession.

The pertinent and worrisome question is why have Nigerian intellectuals and professionals left or contemplating seriously leaving the country? No doubt, a variety of reasons account for the migration of a large chunk of Nigeria's best brains from the country to other parts of the globe. Human capital flight intention has a huge negative effect on the sourced country, yet there exist few empirical studies on such devastating phenomenon. Of the few empirical studies, such as, Hafeez et al., (2020); Al-Omari and Okasheh (2017); Kamarulzaman et al., (2011), Atte (2020), etc. that considered the effect of working environment on human capital flight intention, to the best of the researcher's knowledge, none has been carried out to assess its effect on human capital formation in a developing economy like Nigeria. No doubt, there exists a strong correlation between motivation via enhanced remuneration and employee performance. However, the research has revealed that there has been a general lack of motivation amongst Nigerians and professionals like medical doctors, pharmacists, nurses, lawyers, medical laboratory scientists, etc, due chiefly to poor wages. This paper, therefore examine the influence of reward management on brain drain syndrome on human capital formation in Nigeria.

Conceptual Review

There are three concepts central to the discourse in this paper. These include; reward management, brain drain syndrome and human capital formation. Attempts were made to explain these concepts in relation to the problem under study in order to the explanatory power.

Reward Management

The phrase "reward" refers to any form of monetary remuneration such as benefits that an employee receives as part of an employment contract (Malhotra et al., 2007). They are significant predictors of employee job attitudes, such as organizational commitment and employee and organizational performance. Reward management is regarded as one of the indispensable factors in motivating the employees towards the performance of their job duties. Reward management is the introduction of policies and strategies that rewards every employee within the business fairly and consistently across the board. Rewarding employees for outstanding work makes them feel valued and can prove to be a powerful motivational tool that boosts productivity (Morris, 2021).

Reward management involves strategies and practices that organizations use to reward employees for their performance and contribution. Effective reward management can significantly impact employee motivation, retention, and performance. Reward management are workplace strategies that are implemented in an organization to provide incentives for employees to meet or exceed work goals. Reward management is regarded as one of the indispensable factors in motivating the employees towards the performance of their job duties. Reward management is not only concerned with pay. It is concerned with employee benefits, non-financial rewards (training, development, and environment) to increase the organization flexibility and success (Armstrong, 2007). Reward management is essentially about designing, implementing and maintaining the pay systems, which render a significant contribution in bringing about improvements in organizational performance.

Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders (Armstrong, 2006). Reward management is not just about pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility.

Brain Drain Syndrome

Brain drain, also known as human capital flight or brain flight is defined as the movement of highly skilled workers from one country to other countries in search of better standard of living, better quality of life, higher salaries, access to advanced technology and more stable political conditions (Etuk, et al., 2023). Brain drain can be described as the migration of educated and skilled labour from poorer to richer countries. Education or skill, which represents an investment in human capital, is usually cheaper to acquire in poorer, labour-abundant countries since its provision is usually a labour intensive activity (Mba & Ekeopara, 2012). Brain drain syndrome refers to the emigration of highly skilled and educated individuals from their home country to other countries in search of better opportunities. In Nigeria, this phenomenon has been a persistent issue, impacting various sectors, particularly healthcare, education, and technology. Utile (2008) conceptualizes brain drain as "the mass exodus of highly trained and well experienced academics from countries with poor conditions of service to those with better work conditions in search of greener pasture".

Brain drain is closely associated with developing countries. According to UNESCO "brain drain could be defined as an abnormal form of scientific exchange between countries, characterized by a one-way flow in favour of the most highly developed countries" (cited in Omonijo et al, 2011). Ngunjiri (2015) define brain drain to be human capital flight of top manpower from various developing countries to more developed countries.

The brain drain syndrome appears to have adversely affected several sectors of the Nigerian economy, especially the education, science and technology, and health sectors. The increasing primacy of human capital in the development matrix and the paradox of penury in plenty: while Nigeria has an impressive pool of human capital abroad, it lacks them at home. In contemporary global setting, the shift in the emphasis from finance capital as the engine of industrialisation and development to human capital means that the more educated a person is, the more important they are valued in the schema of development. In view of this trend, the issue at stake is how Nigeria can evolve a brain gain strategy to leverage its human capital advantage in the diaspora.

Human Capital Formation

Human capital formation involves the development of skills, knowledge, and abilities in individuals, which can contribute to economic growth and development (Emeghara, 2013). According to the OECD, human capital is defined as: "the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances". Human capital formation involves the process of improving the quality and productivity of the labour force through education, training, and healthcare. It is essential for economic development as it enhances the capabilities of individuals, enabling them to contribute effectively to the economy. In Nigeria, the formation of human capital is critical for addressing developmental challenges and achieving sustainable growth (Osekhebhen & Anaduaka, 2014).

The process of adding to the stock of human capital over time is known as Human Capital Formation. In other words, Human capital formation is the process of acquiring and expanding the number of competent, educated, and experienced people who are essential to the country's economic, social, and political development. Thus, human capital formation is associated with an investment in human beings and their development as a creative and productive resources (Oluwatobi & Ogunrinola, 2011).

Human capital formation refers to the process of adding to the stock of human capital over time. It is the process of acquiring and increasing the number of skilled and experienced people. It is essential for the development of an economy. Human capital formation is the process of acquiring and expanding the number of competent, educated, and experienced people who are essential to the country's economic, social, and political development. Human capital formation is thus associated with investment in man and his development as a creative and productive resource.

Theoretical Review

This paper adopts eclectic theoretical approach to explain major variables in the research problem. This paper is anchored on equity theory, push-pull migration theory and human capital theory to analyse the three major variables (reward management, brain drain syndrome and human capital formation.

- **Equity Theory**

Equity theory was first developed in the year 1960 by a psychologist by the name John Stacy, who affirmed that workers or employees try to maintain equity between what they offer or put into a job and what they get or receive from it against the inputs and outputs of other people. Equity theory proposes that human beings love and appreciate fair treatment, this motivates them to maintain and treat others the way they are treated. The theory is based on the idea that individuals are motivated by fairness, and if they perceive an inequity in their work environment, it can lead to demotivation (Miles, Cromer & Narayan, 2015). Employees compare their job inputs (effort, experience, education) and outcomes (salary, benefits, recognition) with those of others in similar positions (Idemobi, 2020).

Equity theory emphasizes the importance of fairness and equity in the workplace. By understanding and applying this theory, organizations can design reward systems that promote employee motivation, satisfaction, and retention. Ensuring that employees perceive fairness in their compensation and recognition helps maintain a motivated and productive workforce (Olujuwon, 2004).

Equity theory has been criticised on the ground that it relies heavily on individuals' perceptions of fairness, which are inherently subjective and can vary widely between employees. This subjectivity makes it difficult to objectively measure and assess equity and fairness, leading to potential inconsistencies in applying the theory. Also, equity theory assumes a universal understanding of fairness and equity. Whereas, cultural differences can greatly influence perceptions of fairness. What is considered equitable in one culture may not be perceived the same way in another, limiting the theory's applicability across diverse workforces (Miles, Cromer & Narayan, 2015). However, equity theory provides a framework for understanding how employees perceive and react to the fairness of their rewards compared to others. By aligning reward management practices with the principles of equity, organizations can enhance motivation, performance, and overall employee satisfaction.

- **Push-Pull Migration Theory**

Ravenstein's "Laws of Migration" (1885 and 1889) laid the groundwork for the push-pull migration framework. Lee expanded on Ravenstein's work in his 1966 paper "A Theory of Migration." He formalized the push-pull model by categorizing factors into push factors (negative aspects driving people away from their origin), pull factors (positive aspects attracting people to a destination), intervening obstacles, and personal factors influencing the decision to migrate (Bhende & Kanitkar, 2013).

The Push-Pull migration theory is a framework used to understand the factors that influence migration. It identifies two sets of factors: push factors, which drive people away from their home country, and pull factors, which attract them to a new country. This theory helps explain why individuals or groups decide to move from one place to another (De-Haas, 2021). Pull-push are factors that can either force individuals to migrate from the country of origin to other countries or pull individuals from the country of origin to other countries because of better opportunities (Massey, 2019). Pull-push factors' interactions are more personal to individuals. The variables of pull-push factors affect the individuals personally and the individuals make personal decisions either to migrate or not based on their discretion (Okolo et al, 2014).

Push-Pull Migration Theory suggests that migration flows result from the combination of factors that "push" individuals out of their home countries and factors that "pull" them toward destination countries.

- **Push Factors**: These are conditions or circumstances in the home country that compel people to leave. Examples include economic hardship (such as lack of jobs, low wages), political instability (conflict, persecution), social factors (discrimination, lack of opportunities), environmental issues (natural disasters, climate change), and lack of access to essential services (healthcare, education).
- **Pull Factors**: These are attractions or opportunities in destination countries that draw migrants. Pull factors can include better job prospects, higher wages, political stability, better living standards, access to healthcare and education, opportunities for career advancement, and the presence of family and social networks (De-Haas, 2021).

Push-Pull Migration theory help explain patterns and impacts of migration, particularly in relation to human capital movement across borders. Understanding both Push-Pull Migration Theory and the Brain Drain Syndrome is crucial for policymakers and researchers aiming to address migration dynamics, promote sustainable development, and manage the movement of human capital effectively across borders (Zhang, Sanchez & Achilli, 2018).

Push-pull factors of migration explain that the reasons why workers from the Nigeria prefer to migrate and work in more developed countries rather than staying and work in Nigeria are due to poor leadership, poor salaries and conditions of service, unemployment, mass poverty, political and religious crises, lack of good rewarding system for hardworking manpower, poor health facilities and poor infrastructural facilities etc. These aforementioned factors are within the purview of pull-push migration theory (Kamali, et al., 2020).

Some of the criticisms of the theory is that it simplifies complex migration processes into binary push and pull factors. Migration decisions are often influenced by a combination of economic, social, political, and environmental factors, which the push-pull framework may not fully capture. The theory often applies a universal framework to diverse migration contexts. Push and pull factors can vary significantly across different regions and contexts, making it difficult to apply the theory universally without accounting for local specificities (Schewel, 2020). While push-pull migration theory provides a useful starting point for understanding migration, these criticisms highlight the need for more nuanced, comprehensive approaches that consider the complexity and multidimensional nature of migration processes.

Despite the above, the push-pull migration theory provides a comprehensive framework for understanding migration patterns, including the brain drain from Nigeria. By addressing both push and pull factors, policymakers can develop strategies to retain skilled professionals and enhance human capital formation within the country. This integrated approach is essential for sustainable economic and social development.

- **Human capital theory**

Human capital theory, primarily associated with economists like Gary Becker and Theodore Schultz, posits that individuals and societies can improve their economic productivity and well-being through investments in education, training, healthcare, and other forms of human development. According to human capital theory, individuals and societies make investments in human capital similar to investments in physical capital (like machinery and infrastructure). These investments include expenditures on education, vocational training, health services, and other activities aimed at improving human capabilities (Chattopadhyay, 2012). Human capital theory argues that investments in education and training yield returns in the form of increased productivity, higher wages, improved health outcomes, and overall economic growth. Individuals who possess higher levels of human capital are more likely to secure better job opportunities and earn higher incomes (Mayo, 2013; Stiles & Kulvisaechana, 2003).

The theory primarily focuses on the economic benefits of investing in human capital. It can neglect non-economic outcomes such as personal fulfillment, social development, and cultural enrichment that are also significant aspects of education and skill acquisition. The theory assumes that all individuals have equal access to education and training opportunities (Devine & Syrett, 2014). It fails to account for structural inequalities such as socioeconomic status, race, gender, and geographic location, which can create significant barriers to accessing these opportunities (Thomas et al., 2013). While human capital theory has provided valuable insights into the relationship between education, skills, and economic productivity, these criticisms highlight the need for a more comprehensive approach that considers the broader social, structural, and contextual factors influencing human capital development and utilization.

Human capital theory provides a framework for understanding how investments in human capabilities contribute to economic prosperity and individual well-being. It emphasizes the pivotal role of education, skills development, and health in shaping economic outcomes and societal progress (Mclean, 2014). Human capital theory underscores the importance of individuals' skills and knowledge in driving economic prosperity and growth. When combined with traditional capital formation efforts, investments in human capital contribute significantly to enhancing productivity, fostering innovation, and promoting long-term economic development.

Review of Related Literature

Reward Management and Brain Drain Syndrome in Nigeria

Reward management is one of the most important aspects of personnel management. It covers economic rewards in form of wages and salaries as well as in various forms of non-wage economic payment known as fringe benefits, indirect compensation or supplementary pay. Reward management system is one of the most important aspects of human resource management. Its soundness depends on what an employee is paid for a fair day's work (Emuron, 2020).

Reward management in the Nigerian public service presents a complex landscape influenced by various socio-economic, political, and organizational factors. Reward management plays a pivotal role in enhancing public service performance, especially in developing countries like Nigeria. This study examines the relationship between reward management practices and public service performance in Nigeria, focusing on the effectiveness of incentive structures, recognition systems, and overall compensation strategies.

The Nigerian public service landscape faces unique challenges and opportunities in the realm of reward management. The Nigerian public service is large and diverse, encompassing federal, state, and local government levels. This complexity affects the uniformity and standardization of reward management practices across different tiers of government.

Nigeria's public sector faces significant challenges in terms of efficiency, accountability, and service delivery. Effective reward management has the potential to mitigate these challenges by motivating employees, improving job satisfaction, and fostering a culture of performance excellence. However, the implementation of reward systems in the Nigerian public service is often hindered by bureaucratic inefficiencies, budgetary constraints, and institutional weaknesses.

Effective reward management can enhance productivity and economic growth. A productive economy is more likely to retain capital as it generates confidence among local and foreign investors. When employees are compensated fairly and competitively, it boosts their purchasing power and encourages domestic consumption and investment. Conversely, inadequate compensation may lead to dissatisfaction, prompting employees, especially high-skilled workers, to seek better opportunities abroad, resulting in capital flight.

Poor reward management in the public and private sectors has been a significant factor in the emigration of professionals, particularly in the healthcare and education sectors. This brain drain translates to capital flight as the country loses potential income and investments from these skilled individuals. Cases of corruption related to reward management, such as inflated salaries for ghost workers or misallocation of funds, have led to significant financial losses and capital flight. Improved governance and reward systems have been shown to mitigate these issues. Other effects of brain drain that have been identified include loss of human capital assets, lost income from the loss of tax of the migrated manpower to foreign countries and the loss of capital invested in the subsidised public education of migrated manpower (Anetoh & Onwudinjo, 2020).

Reward management plays a crucial role in influencing capital flight in Nigeria. Effective reward management can help retain talent, boost economic stability, and reduce corruption, thereby mitigating capital flight (Anetoh & Onwudinjo, 2020). Conversely, poor reward management can lead to dissatisfaction, loss of skilled workers, and increased capital outflow. Addressing these issues through improved policies and practices is essential for fostering a stable and attractive economic environment in Nigeria.

Brain Drain Syndrome and Human Capital Formation in Nigeria

In recent times, Nigeria has witnessed more and more brain-drain as well as capital flight especially in the educational and medical sectors. More Nigerians have migrated to other countries to seek greener pastures and fulfil their professional and career goals (Abubakar, Olawale & Ibrahim, 2022). Human capital flight leads to sustained decrease in income growth rate of developing nations. Human capital flight can lead to permanent impact on the growth process of emigration. In 2020, Nigeria's human capital index stood at 0.36 and ranked 168th out of 174 countries (World Bank, 2021). Weak human capital development in Nigeria has contributed to poor socio-economic outcomes and widened disparity. In 2023, Nigeria's Human Capital Index (HCI) was reported at 0.36 on a scale from 0 to 1. This score indicates that a child born in Nigeria today is expected to achieve only 36% of their potential productivity compared to a scenario with complete education and full health.

Nigeria has lost lots of her human capital to the developed world (AbdulKareem, Olaide & Isiaka, 2021). This phenomenon has significant implications for human capital formation, which is crucial for the country's development and economic growth. The sectors most affected by brain drain in Nigeria include healthcare, education, and technology.

The healthcare sector in Nigeria is one of the most affected by brain drain. A significant number of doctors and nurses migrate to countries like the UK and the USA, leading to a shortage of medical professionals within Nigeria (Asadi, et al, 2018). This shortage adversely impacts the quality of healthcare services, increasing mortality rates and reducing the overall health outcomes for the population (Osigbesan, 2021). According to the president of the Nigerian Medical Association in 2021, of the 71,740 doctors trained in Nigeria (as of 2019), only 27,000 are presently practicing in the country. By implication, there are more Nigerian doctors (62.4%) practicing abroad than there are (37.6%) practicing in Nigeria. Saidi et al. (2019) noted that the major cause of this phenomenon is the working conditions.

The frequent strikes and instability in Nigeria's educational system, particularly at the tertiary level, drive both educators and students to seek opportunities abroad. This migration results in a loss of experienced lecturers and undermines the quality of education, further diminishing the country's ability to develop its human capital. No doubt, Brain drain hampers economic growth by reducing the availability of skilled labour necessary for technological advancements and industrial development (Elaho & Odion, 2022). The migration of skilled professionals leads to a decline in innovation and productivity, which are critical for economic development

Conclusion

Reward management is a crucial tool in addressing brain drain and fostering human capital formation in Nigeria. By offering competitive financial and non-financial rewards, Nigeria can retain its skilled workforce, attract talent, and ultimately drive economic growth and development. Addressing the challenges through effective policies and collaborations can enhance the impact of reward management on the nation's human capital.

Addressing brain drain in Nigeria requires a multifaceted approach that tackles the root causes of emigration. By improving economic conditions, enhancing political stability, investing in education and healthcare, and engaging the diaspora, Nigeria can work towards retaining its skilled workforce and fostering sustainable development.

Addressing brain drain syndrome is essential for effective human capital formation in Nigeria. By implementing strategies that improve economic conditions, enhance political stability, invest in education and healthcare, and engage the diaspora, Nigeria can retain its skilled workforce and foster sustainable development.

Strengthening human capital formation is crucial for Nigeria to achieve its developmental goals and compete in the global economy. While brain drain poses significant challenges, strategic efforts to improve local conditions and create incentives for professionals to stay or return could transform this issue into an opportunity for national development.

For Nigeria to be able to compete in a 21st century digital world, there is a serious need for radical policy reforms, and reversals of archaic programmes and policies that stand in the way of quality education and training process.

Recommendations

To reverse the brain drain and boost economic growth, the Nigerian government should create a conducive environment for investment that will ensure employment opportunities and reduce poverty. It should also put in place a good institutional framework, and maintain zero tolerance for corruption.

Enhancing salaries and benefits for professionals, particularly in the healthcare and education sectors, is crucial. Providing a conducive working environment with adequate resources and infrastructure can also help retain talent. Another way of stemming the tide of brain drain in Nigeria is creation of adequate job and career opportunities with commensurate salaries. Evidence has indicated that there are scores of Nigerian professionals such as doctors, pharmacists, nurses, engineers, lawyers, etc. , currently abroad who are tired of second class status in their countries of stay. They are willing to return to Nigeria provided they are assured that appropriate employment and career opportunities would be made available for them.

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