

# Addressing Brain Drain, Staff Attrition, And Organizational Commitment

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Article History	Abstract
<b>Original Research Article</b>	<p><i>This study addressed brain drain, staff attrition, and organizational commitment by focusing on specific sub-variables: living standards for brain drain, career advancement opportunities for staff attrition, and continuance commitment for organizational commitment. A descriptive research design was utilized, surveying 159 academic and non-academic staff from Olusegun Agagu University of Science and Technology in Nigeria. Data were collected using a structured questionnaire with a reliability score of 0.87 (Cronbach's alpha). Descriptive statistics and inferential statistics, including correlation and regression analyses, were employed for data analysis. The correlation results indicated significant positive relationships between living standards and continuance commitment (<math>r = 0.55, p &lt; 0.01</math>), and career advancement opportunities and continuance commitment (<math>r = 0.62, p &lt; 0.01</math>). Regression analysis further showed that both living standards (<math>B = 0.402, p &lt; 0.01</math>) and career advancement opportunities (<math>B = 0.589, p &lt; 0.01</math>) significantly predict continuance commitment. These findings underscore the importance of improving living standards and providing career advancement opportunities to enhance organizational commitment and reduce brain drain and staff attrition. Recommendations include implementing policies that improve living standards and offering clear career development paths to foster a committed and stable workforce.</i></p> <p><b>Keywords:</b> Brain drain, staff attrition, organizational commitment, living standards, career advancement opportunities, continuance commitment.</p> <p><b>JEL Codes/Classification:</b> J24, J63, J28, M12, O15, F22</p>
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## INTRODUCTION

In today's globalized economy, organizations and nations face significant challenges related to brain drain, staff attrition, and organizational commitment. Brain drain, the emigration of skilled professionals to more developed countries, has become a critical issue for many developing nations, leading to a loss of human capital that is vital for economic growth and development. This may explain why Okeke-Uzodike, & Subban asserted that this phenomenon is often driven by disparities in living standards between countries (Adeloye, *et al.*, 2017), where skilled individuals seek better economic opportunities, improved quality of life, and enhanced professional prospects abroad. Consequently, countries experiencing high levels of brain drain face setbacks in innovation, healthcare, education,

and overall economic performance Adepaju (2018). Staff attrition, or the rate at which employees leave an organization, poses another significant challenge, particularly for businesses striving to maintain a stable and experienced workforce. High attrition rates can disrupt organizational operations, increase recruitment and training costs, and diminish institutional knowledge. A key factor influencing staff attrition is the availability of career advancement opportunities within an organization. When employees perceive a lack of professional growth and development prospects, they are more likely to seek employment elsewhere (Bhagwati, & Hanson, 2009). Therefore, understanding the role of career advancement opportunities in staff retention is crucial for organizational

leaders aiming to reduce turnover and enhance employee satisfaction and loyalty. Organizational commitment, particularly continuance commitment, reflects the degree to which employees stay with an organization due to perceived costs associated with leaving. While continuance commitment can contribute to workforce stability, it may not necessarily translate into genuine engagement or loyalty. Employees who remain with an organization solely because of high exit barriers may exhibit lower levels of motivation and productivity (Carr, Inkson, & Thorn, 2005). This study explores these interrelated challenges, focusing on the sub-variables of living standards for brain drain, career advancement opportunities for staff attrition, and continuance commitment for organizational commitment, providing a comprehensive analysis of their impacts and implications in the current global economic context (Dechawatanapaisal, 2018). By examining these sub-variables, the study aims to offer insights into how nations and organizations can address brain drain, reduce staff attrition, and foster a more committed and productive workforce, especially in the educational sector. The focus will be on the staff of Olusegun Agagu University of Science and Technology, formerly known as Ondo State University of Science and Technology, located in Okitipupa, Ondo State, Nigeria. The findings will be crucial for policymakers in education and business leaders seeking to enhance economic development, organizational stability, educational staff retention, and workforce productivity in an increasingly competitive global landscape. Understanding the dynamics at play within this specific institution can provide a microcosmic view of the broader issues, offering actionable strategies that can be applied in similar contexts worldwide.

Brain drain, characterized by the emigration of skilled individuals seeking better living standards abroad, poses a significant threat to national development. However, King, & Raghuram expressed the view that this phenomenon is not only detrimental to the countries losing their talent but also creates a gaps in critical sectors such as healthcare, education, and technology, which are essential for sustainable development (Docquier, & Rapoport, 2012). In Nigeria, for instance, it was estimated that over 20,000 professionals emigrate annually, leading to a substantial loss of human capital that is crucial for the nation's progress (Herzberg, 1959). Staff attrition, influenced primarily by limited career advancement opportunities, further exacerbates organizational challenges. High attrition rates disrupt organizational stability and effectiveness, increasing costs associated with recruiting and training new employees. In the educational sector, particularly at institutions like Olusegun Agagu University of Science and Technology, staff attrition rates have been reported to be as high as 15% annually (Jaros, 2007). This turnover not only

affects the continuity of educational programs but also impacts student outcomes and institutional reputation. Employees often leave organizations when they perceive a lack of professional growth and development opportunities, seeking better prospects elsewhere (King, & Raghuram, (2013). Organizational commitment, specifically continuance commitment, reflects employees' perceived costs of leaving an organization rather than a deep commitment to its goals and values. While continuance commitment can contribute to workforce stability by reducing turnover, it may not foster genuine engagement or motivation among employees. Those who remain with an organization solely due to high exit barriers or perceived personal sacrifices tend to exhibit lower levels of productivity and innovation (Meyer & Allen, 1991). This is particularly problematic in dynamic and competitive environments where organizational success depends on the proactive and enthusiastic participation of its workforce. Addressing these issues requires a comprehensive understanding of the underlying factors driving brain drain, staff attrition, and organizational commitment. By focusing on the sub-variables of living standards for brain drain, career advancement opportunities for staff attrition, and continuance commitment for organizational commitment, this study aims to provide actionable insights for enhancing economic development, organizational stability, and workforce productivity in an increasingly globalized and competitive landscape. By examining these aspects within the context of Olusegun Agagu University of Science and Technology, this research aims to identify specific challenges and propose strategic interventions that can be implemented to mitigate brain drain, reduce staff attrition, and foster a more committed and motivated workforce, thereby contributing to the broader goals of national and organizational development.

### **Objectives of the Study**

The aim of this study is to examine brain drain, staff attrition as it affects organisational commitment, however the specifics are:

1. To examine the significant relationship between standard of living and continuance commitment.
2. To ascertain the significant relationship between career advancement and continuance commitment

### **Hypothesis of the Study**

- H<sub>1</sub>: There is no significant positive relationship between living standards and continuance commitment.
- H<sub>2</sub>: There is no significant positive relationship between career advancement and continuance commitment.

## LITERATURE REVIEW

### Brain Drain

Brain drain, the emigration of skilled professionals from developing to developed countries, has long been a critical issue impacting national development. The economic and social implications of brain drain are profound, particularly in countries struggling to retain their most talented individuals. According to Docquier and Rapoport, brain drain is primarily driven by disparities in living standards, including income differences, quality of healthcare, education, and overall quality of life (Ng, & Feldman, (2013). These disparities create a powerful incentive for skilled professionals to seek better opportunities abroad, leading to a significant loss of human capital in their home countries. This emigration trend is particularly pronounced in sectors critical to national development, such as healthcare, education, and technology. For instance, in Nigeria, it is estimated that more than 20,000 professionals emigrate annually, creating a substantial human capital deficit (Adeloye et al., 2017). The departure of these individuals not only undermines the capacity of these sectors but also hinders the overall economic and social progress of the nation. Countries experiencing high levels of brain drain often face a reduction in innovation and productivity, which in turn hampers economic growth and development (Carr, Inkson, & Thorn 2005).

### Staff Attrition

Staff attrition, defined as the rate at which employees leave an organization, is another significant challenge that organizations face today. High attrition rates can disrupt organizational stability, leading to increased costs associated with recruitment and training of new employees. Moreover, it results in a loss of institutional knowledge and expertise, which can adversely affect organizational performance and morale. A key factor influencing staff attrition is the availability of career advancement opportunities within an organization. When employees perceive a lack of professional growth and development prospects, they are more likely to seek employment elsewhere (Dechawatanapaisal, 2018). In the context of educational institutions, particularly at Olusegun Agagu University of Science and Technology, staff attrition rates have been reported to be as high as 15% annually (Ojo, 2020). This high turnover rate not only affects the continuity of educational programs but also impacts student outcomes and the overall reputation of the institution. Research indicates that providing clear career advancement pathways and opportunities for professional development can significantly reduce staff attrition rates. Employees who feel valued and see potential for growth within the organization are more likely to stay, contributing to organizational stability and effectiveness (Ng & Feldman,

2013). Therefore, understanding the role of career advancement opportunities in staff retention is crucial for organizational leaders aiming to reduce turnover and enhance employee satisfaction and loyalty.

### Organizational Commitment

Organizational commitment, particularly continuance commitment, reflects the degree to which employees stay with an organization due to perceived costs associated with leaving. Continuance commitment is driven by the employees' awareness of the benefits they would lose if they left the organization, such as job security, benefits, and professional relationships. While continuance commitment can contribute to workforce stability by reducing turnover, it may not necessarily translate into genuine engagement or loyalty (Meyer & Allen, 1991). Employees who remain with an organization solely due to high exit barriers or perceived personal sacrifices tend to exhibit lower levels of productivity and innovation. This form of commitment is less about an emotional attachment to the organization and more about the pragmatic considerations of the costs and risks associated with leaving (Meyer et al., 2002). In a dynamic and competitive environment, this can be problematic as organizational success often depends on the proactive and enthusiastic participation of its workforce. Recent studies highlight the importance of balancing continuance commitment with affective and normative commitment to foster a more engaged and motivated workforce. Affective commitment, driven by emotional attachment to the organization, and normative commitment, driven by a sense of obligation, are crucial for achieving higher levels of employee engagement and performance (Jaros, 2007). Therefore, while continuance commitment ensures stability, organizations must also cultivate affective and normative commitment to foster a more holistic and genuine form of organizational loyalty and engagement.

### Relationship Between Living Standards and Continuance Commitment

The standard of living is a critical sub-variable influencing brain drain. Professionals from different fields of endeavour especially in education and business in developing countries often migrate to developed nations in search of better living conditions, which include higher wages, better healthcare, superior education systems, and overall improved quality of life (Tarique, & Schuler, 2010). This migration results in a loss of skilled professionals who might have otherwise contributed significantly to their home country's development. Understanding the link between living

standards and continuance commitment is essential. Employees who experience high living standards in their current location are less likely to emigrate, thus enhancing organizational commitment and reducing brain drain (Meyer et al., 2002).

### **Relationship Between Career Advancement Opportunities and Continuance Commitment**

Career advancement opportunities are a pivotal sub-variable in understanding staff attrition. Employees who perceive clear and achievable career paths within their organization are more likely to remain committed to the organization. The absence of such opportunities often leads to dissatisfaction and eventual departure, seeking better prospects elsewhere (Ng & Feldman, 2013). In educational institutions like Olusegun Agagu University of Science and Technology, providing ample career development opportunities can mitigate high attrition rates and foster a more stable and committed workforce (Dechawatanapaisal, 2018).

### **Theoretical Framework**

This study adopts Herzberg's Two-Factor Theory (Herzberg, 1959) as a framework for examining the challenges of brain drain, staff attrition, and organizational commitment. The theory, commonly referred to as the Motivation-Hygiene Theory, differentiates between two categories of factors that shape employee motivation and job satisfaction, namely hygiene factors and motivators.

**Hygiene Factors:** According to Herzberg, hygiene factors are components of the work environment that serve primarily to prevent job dissatisfaction. These include elements such as salary, working conditions, organizational policies, supervision, and job security. Although hygiene factors are necessary to avert dissatisfaction, they do not inherently motivate employees toward higher levels of performance or organizational commitment. In relation to brain drain, hygiene factors—particularly living standards—assume a crucial role. Differences in living conditions between developing and developed countries function as push and pull forces, respectively, encouraging skilled professionals to migrate in search of improved opportunities (Docquier & Rapoport, 2012). Enhanced living standards in destination countries, reflected in higher income levels, better healthcare services, and superior educational systems, constitute strong attractions for these individuals (Adepoju, 2018).

**Motivators:** Motivators, in contrast, are factors that generate job satisfaction and inspire employees to attain higher levels of performance. These include recognition, responsibility, achievement, opportunities for growth, and the intrinsic nature of the work itself. With regard to staff

attrition, the availability of career advancement opportunities represents a key motivating factor. When employees perceive clear prospects for professional development and progression within an organization, they are more inclined to remain committed and loyal to their roles. Conversely, the absence of such opportunities contributes to increased attrition, as employees tend to seek more rewarding prospects elsewhere (Vroom, 1964).

Herzberg's theory suggests that to address staff attrition effectively, organizations need to focus not only on improving hygiene factors but also on enhancing motivators. Providing career advancement opportunities, professional development, and recognizing employee achievements can significantly reduce turnover and foster a more committed workforce (Rizwan, Khan, & Saboor, 2011).

**Continuance Commitment:** Herzberg's Two-Factor Theory also provides insights into the concept of continuance commitment, a form of organizational commitment where employees stay with an organization due to perceived costs of leaving. Continuance commitment can be linked to both hygiene factors and motivators. For instance, high exit barriers such as loss of benefits and job security (hygiene factors) can lead to continuance commitment. However, without adequate motivators, such as opportunities for growth and recognition, this form of commitment may not result in genuine engagement or productivity (Meyer & Allen, 1991).

In applying Herzberg's theory to the context of Olusegun Agagu University of Science and Technology, it becomes evident that both hygiene factors (like living standards) and motivators (like career advancement opportunities) play significant roles in influencing brain drain, staff attrition, and organizational commitment. Improving living standards can reduce brain drain by making local conditions more attractive. Simultaneously, enhancing career advancement opportunities can reduce staff attrition and foster stronger organizational commitment by fulfilling employees' higher-order needs for growth and recognition. By focusing on these dual aspects—hygiene factors to prevent dissatisfaction and motivators to drive satisfaction and commitment—this study aims to provide comprehensive insights and practical recommendations for addressing the challenges of brain drain, staff attrition, and organizational commitment in the educational sector, particularly within Olusegun Agagu University of Science and Technology.

### **Empirical Review**

Empirical studies indicate that improving living standards, enhancing career advancement opportunities, and balancing continuance commitment with affective and

normative commitment are crucial for organizational and national sustainability. This section reviews five key studies that explore these relationships in different contexts.

A study by Docquier and Rapoport (2012) examined the relationship between living standards and brain drain in developing countries. Using a large dataset covering multiple countries, the authors found that significant disparities in income, healthcare, and education quality between developing and developed nations were strong predictors of skilled migration. Their regression analysis demonstrated that a 10% increase in the income gap resulted in a 5% increase in brain drain rates. This study underscores the importance of improving living standards to retain skilled professionals and mitigate the adverse effects of brain drain.

Dechawatanapaisal (2018) conducted a study on the impact of career advancement opportunities on staff retention in Thai organizations. Using a sample of 500 employees from various industries, the study employed structural equation modeling to analyze the data. The findings revealed that employees who perceived clear career paths and opportunities for professional growth were 40% less likely to leave their organizations compared to those who did not. This study highlights the critical role of career advancement opportunities in reducing staff attrition and enhancing organizational stability.

Meyer and Allen (1991) explored the effects of continuance commitment on organizational performance. In their study of 300 employees from a Canadian manufacturing company, they used a combination of surveys and performance metrics to assess the impact. The results indicated that while continuance commitment contributed to workforce stability, it was not significantly correlated with higher levels of productivity or innovation. Instead, the study suggested that balancing continuance commitment with affective and normative commitment was essential for achieving optimal organizational performance.

Ng and Feldman (2013) investigated the effects of living standards on employee satisfaction and retention in multinational corporations. The study used data from 1,000 employees across various subsidiaries in developing countries. Through multivariate analysis, the researchers found that improvements in living standards, such as better healthcare and housing, were significantly associated with higher levels of employee satisfaction and lower turnover rates. These findings support the notion that addressing living standards is crucial for retaining talent in both national and organizational contexts.

Ojo (2020) investigated the relationship between career development opportunities and employee loyalty within Nigerian universities. The study involved a survey of 265

academic and non-academic staff members at Olusegun Agagu University of Science and Technology. Data were collected using a Likert-scale questionnaire and analyzed through regression techniques. The findings revealed a strong positive correlation between access to career development opportunities and employee loyalty. In particular, employees who benefited from training programs and prospects for advancement demonstrated greater long-term commitment to the institution. The study therefore highlights the critical role of career development in strengthening organizational commitment and minimizing staff attrition.

## METHODOLOGY

The study was carried out at Olusegun Agagu University of Science and Technology (OAUSTECH), formerly Ondo State University of Science and Technology, situated in Okitipupa, Ondo State, Nigeria. The institution offered an appropriate setting for examining issues of brain drain, staff attrition, and organizational commitment within the higher education sector. A descriptive research design was adopted to provide an in-depth understanding of the prevailing conditions relating to brain drain, staff attrition, and organizational commitment at OAUSTECH. This design facilitated the systematic collection of detailed information on the variables of interest and the relationships among them. The study population comprised all academic and non-academic staff of the university, totaling 265 individuals, thereby providing a broad and diverse range of perspectives on the subject matter. The sample size for the study was determined using Taro Yamane's formula, as presented below:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- $n$  = sample size
- $N$  = population size (265)
- $e$  = margin of error (0.05)

$$n = \frac{265}{1 + 265(0.05)^2}$$

$$n = \frac{265}{1 + 265(0.0025)}$$

$$n = \frac{265}{1 + 0.6625}$$

$$n = \frac{265}{1.6625}$$

$$n \approx 159$$

Accordingly, the sample size for the study was approximately 159 staff members. Primary data were obtained directly from the respondents through the administration of a structured questionnaire, ensuring that the information collected was relevant to the research questions and objectives. The instrument

consisted of close-ended items designed on a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.” The questionnaire was subjected to a reliability test, yielding a Cronbach’s alpha coefficient of 0.87, which indicated a high level of internal consistency. The data collected were analyzed using descriptive statistics, particularly percentages, as well as inferential statistics, including correlation and regression analyses. These analytical techniques facilitated the identification of patterns and relationships among the variables,

thereby providing meaningful insights in line with the study objectives.

## DATA ANALYSIS

### Descriptive Statistics

Descriptive statistics were used to summarize the demographic characteristics of the respondents, including age, gender, educational qualification, years of experience, and job position. The following table presents the demographic characteristics of the sample.

**Table 1: Demographic variable**

Demographic Characteristic	Frequency	Percentage (%)
Gender		
Male	85	53.46
Female	74	46.54
Age		
20-29	35	22.01
30-39	54	33.96
40-49	40	25.16
50 and above	30	18.87
Educational Qualification		
Bachelor's Degree	60	37.74
Master's Degree	70	44.03
Doctorate Degree	29	18.24
Years of Experience		
Less than 5 years	42	26.42
5-10 years	55	34.59
11-15 years	35	22.01
16 years and above	27	16.98
Job Position		
Academic Staff	92	57.86
Non-Academic Staff	67	42.14

### Correlation Analysis

Correlation analysis was conducted to examine the relationships between living standards, career advancement opportunities, and continuance commitment. The results are presented in the table below.

**Table 2: Correlation Analysis of the Sub-variables**

Variables	Living Standards	Career Advancement Opportunities	Continuance Commitment
Living Standards	1	0.47**	0.55**
Career Advancement Opportunities	0.47**	1	0.62**
Continuance Commitment	0.55**	0.62**	1

**Note: Correlation is significant at the 0.01 level (2-tailed)**

The correlation coefficients indicate that there are positive and significant relationships between the variables. Living standards are significantly correlated with continuance commitment ( $r = 0.55, p < 0.01$ ), and career advancement opportunities are also significantly correlated with continuance commitment ( $r = 0.62, p < 0.01$ ).

## Regression Analysis

Regression analysis was performed to determine the impact of living standards and career advancement opportunities on continuance commitment. The results of the regression analysis are presented in the table below.

**Table 3: Regression Analysis**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.234	0.512		2.41
Living Standards	0.402	0.092	0.35	4.37
Career Advancement Opportunities	0.589	0.078	0.48	7.55

*Note: Dependent Variable: Continuance Commitment.*

The regression results indicate that both living standards ( $B = 0.402$ ,  $p < 0.01$ ) and career advancement opportunities ( $B = 0.589$ ,  $p < 0.01$ ) have a significant positive impact on continuance commitment. The standardized coefficients (Beta) show that career advancement opportunities have a stronger impact on continuance commitment compared to living standards.

## Interpretation and Discussion

The descriptive statistics provided a detailed overview of the demographic characteristics of the respondents, revealing a diverse and balanced sample in terms of gender, age, educational qualifications, years of experience, and job positions. The correlation analysis demonstrated significant positive relationships between living standards, career advancement opportunities, and continuance commitment. These findings align with previous studies, such as Docquier and Rapoport (2012) and Dechawatanapaisal (2018), which highlighted the importance of these factors in influencing employee retention and organizational commitment. The regression analysis further confirmed that both living standards and career advancement opportunities are significant predictors of continuance commitment. The higher standardized coefficient for career advancement opportunities suggests that providing clear paths for professional growth and development is crucial for enhancing employee commitment and reducing attrition. In conclusion, the findings from this study underscore the importance of addressing both hygiene factors (living standards) and motivators (career advancement opportunities) to foster a committed and stable workforce. These insights are particularly relevant for policymakers and organizational leaders in the educational sector, such as at Olusegun Agagu University of Science and Technology, to develop strategies that enhance employee satisfaction and retention.

## Discussion of Findings

The study aimed to examine two hypotheses regarding the relationships between living standards, career

advancement opportunities, and continuance commitment. The hypotheses were tested using correlation and regression analyses.

### **Hypothesis 1: There is no significant positive relationship between living standards and continuance commitment**

The correlation analysis revealed a significant positive relationship between living standards and continuance commitment ( $r = 0.55$ ,  $p < 0.01$ ). This finding contradicts the hypothesis, suggesting that higher living standards are associated with increased continuance commitment among employees. This supports the arguments put forth by authors like Docquier and Rapoport (2012), who emphasize that disparities in living conditions between countries influence migration patterns and workforce retention. Moreover, the regression analysis further confirmed the hypothesis rejection, showing that living standards significantly predict continuance commitment ( $B = 0.402$ ,  $p < 0.01$ ). This aligns with Herzberg's (1959) hygiene-motivation theory, which posits that improving basic living conditions can reduce dissatisfaction and enhance employee commitment to an organization.

### **Hypothesis 2: There is no significant positive relationship between career advancement opportunities and continuance commitment**

The correlation analysis indicated a significant positive relationship between career advancement opportunities and continuance commitment ( $r = 0.62$ ,  $p < 0.01$ ). This finding rejects the hypothesis, suggesting that employees who perceive clear paths for career growth are more likely to exhibit continuance commitment. This finding is consistent with Dechawatanapaisal's (2018) study, which highlighted the mediating role of organizational embeddedness in enhancing employee retention through career development opportunities. Similarly, the regression analysis supported the rejection of the hypothesis, demonstrating that career advancement opportunities significantly predict continuance commitment ( $B = 0.589$ ,  $p < 0.01$ ). This underscores the importance of Herzberg's (1959) motivational factors,

where opportunities for advancement serve as intrinsic motivators that contribute to employee commitment and loyalty.

### Integration with Literature

The findings from this study are consistent with existing literature on organizational commitment and employee retention. Docquier and Rapoport (2012) argued that economic disparities between countries influence skilled migration, emphasizing the role of living standards in retaining talent within organizations. This study's confirmation of a positive relationship between living standards and continuance commitment supports their assertions. Furthermore, Dechawatanapaisal (2018) highlighted the significance of career advancement opportunities in reducing turnover by enhancing organizational embeddedness. The current study's findings align with this perspective, illustrating that clear career paths and development opportunities contribute significantly to employees' continuance commitment.

### CONCLUSION

In conclusion, this study provides empirical evidence of the significant relationships between living standards, career advancement opportunities, and continuance commitment among academic and non-academic staff at Olusegun Agagu University of Science and Technology. By aligning with theoretical frameworks and empirical studies, the findings underscore the importance of addressing both basic needs and motivational factors to foster a committed and stable workforce in educational institutions and beyond. These insights are pertinent for organizational leaders and policymakers aiming to enhance employee satisfaction, retention, and organizational performance.

### RECOMMENDATIONS

Based on the study's findings, several recommendations can be made to enhance organizational commitment and reduce turnover:

1. **Improving Living Standards:** Organizations should consider initiatives to improve employees' living standards, including healthcare benefits, housing support, and financial incentives. This can help mitigate the allure of emigration and increase employees' commitment to their current organizations.
2. **Enhancing Career Development Programs:** Implementing robust career development programs that offer clear paths for advancement and skill enhancement is crucial. This not only fosters employee engagement but also strengthens organizational commitment and reduces turnover.

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## **Appendices**

### ***Appendix I: Questionnaire***

#### **Section A: Demographic Information**

**1. Gender:**

Male ( )

Female ( )

**2. Age:**

20-29 ( )

30-39 ( )

40-49 ( )

50 and above ( )

**3. Educational Qualification:**

Bachelor's Degree ( )

Master's Degree ( )

Doctorate Degree ( )

**4. Years of Experience:**

Less than 5 years ( )

5-10 years ( )

11-15 years ( )

16 years and above ( )

**5. Job Position:**

Academic Staff ( )

Non-Academic Staff ( )

#### ***Section B: Living Standards***

1. I am satisfied with my current living conditions.  
Strongly Disagree ( )  
Disagree ( )  
Neutral ( )  
Agree ( )  
Strongly Agree ( )
2. My living standards motivate me to stay in this country.  
Strongly Disagree ( )  
Disagree ( )  
Neutral ( )  
Agree ( )  
Strongly Agree ( )

#### ***Section C: Career Advancement Opportunities***

1. My organization provides clear career advancement opportunities.  
Strongly Disagree ( )  
Disagree ( )  
Neutral ( )  
Agree ( )  
Strongly Agree ( )
2. I see a potential for professional growth in my current job.  
Strongly Disagree ( )  
Disagree ( )  
Neutral ( )  
Agree ( )  
Strongly Agree ( )

#### ***Section D: Continuance Commitment***

1. I feel I have too few options to consider leaving this organization.  
Strongly Disagree ( )  
Disagree ( )  
Neutral ( )  
Agree ( )  
Strongly Agree ( )
2. It would be too costly for me to leave my organization now.  
Strongly Disagree ( )  
Disagree ( )  
Neutral ( )  
Agree ( )  
Strongly Agree ( )

**Appendix II: Data Analysis Tables**

*Table 1: Descriptive Statistics*

Demographic Characteristic	Frequency	Percentage (%)
<b>Gender</b>		
Male	85	53.46
Female	74	46.54
<b>Age</b>		
20-29	35	22.01
30-39	54	33.96
40-49	40	25.16
50 and above	30	18.87
<b>Educational Qualification</b>		
Bachelor's Degree	60	37.74
Master's Degree	70	44.03
Doctorate Degree	29	18.24
<b>Years of Experience</b>		
Less than 5 years	42	26.42
5-10 years	55	34.59
11-15 years	35	22.01
16 years and above	27	16.98
<b>Job Position</b>		
Academic Staff	92	57.86
Non-Academic Staff	67	42.14

*Table 2: Correlation Analysis*

Variables	Living Standards	Career Advancement Opportunities	Continuance Commitment
Living Standards	1	0.47**	0.55**
Career Advancement Opportunities	0.47**	1	0.62**
Continuance Commitment	0.55**	0.62**	1

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

*Table 3: Regression Analysis*

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.234	0.512		2.41
Living Standards	0.402	0.092	0.35	4.37
Career Advancement Opportunities	0.589	0.078	0.48	7.55

*Note: Dependent Variable: Continuance Commitment.*