



Employability Skills and Job Mobility Among Doctors of Public Hospitals in Bayelsa State, Nigeria

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Abstract: *This study was carried out to examine the nexus between employability skills on job mobility among doctors of public hospitals in Bayelsa state, Nigeria. The study was anchored on a dimensions of teamwork skills and problem solving skills and measures (employment mobility and occupational mobility) with a moderating variable. Five objectives, research questions were raised for the study from which five research hypotheses were formulated. The study was carried out across six (6) public hospital in the study area. Quasi experimental research design was adopted for the study. A simple random sampling technique was used with purposive sampling. Data were gotten through the circulation of two hundred and ninety eight (298) well-structured questionnaires on the hypothesized variables. Two set of data (primary and secondary) were used. The formulated hypotheses were tested using the Spearman Rank Order Correlation Coefficient to aid in establishing the relationship between the variables while the p-value obtained were used to test hypotheses developed for the study. Statistical Package of Social Science was used to analyze the data. Existence of a significant relationship between employability skills and job mobility among doctors in public hospitals in Bayelsa State, was established. Similarly, the contextual variable was found to moderate variables. It was then concluded by agreeing to the fact that there is a significant relationship between the variables. The study recommends that government should improve the welfare package and working conditions of medical doctors to reduce the loss of workforce and job mobility.*

Keywords: *Employability Skills, Job Mobility, Teamwork Skills, Problem Solving Skills, Employment Mobility, Occupational Mobility.*

Introduction

Job mobility is a conflicting phenomenon, involving movements between employers (job-to-job mobility); between occupations and steps on the career ladder (occupational mobility); between different types of contracts; and in and out of employment (employment mobility). Over the decade, this has been a serious challenge to organizations worldwide (Mboya, 2009). The circumstance is the same with the public health facilities in Nigerian. These facilities have found it difficult and challenging to attract and retain their medical doctors due to lack of appreciable payment plan or scheme by the government of Nigerian. The low rate of output of experienced doctors from the Nigerian medical schools has compounded the problem. Also, the springing up of several private clinics and other health facilities where doctors are needed in their outrageous numbers and the demand for their services abroad have also contributed immensely, which

further encouraged, their mobility. Job mobility has to do with the ease of migration of labour (here medical doctors) between jobs or geographical locations. Thus, Job mobility could simply be defined as the ability of workers to change jobs between different firms, different occupations, different locations or different countries (John, 2002).

The concept of job mobility is characterised by several constraints and cost, some of which include: wage differentials, gender, transportation expenses, forgone income during movement, psychic cost like negative effects of living family and friends, loss of seniority and pension benefits. It is a fact that in cases where the expected earnings exceed the cost, the worker will move (McConnell et al, 2010). Several other barriers to Job mobility are those factors as ignorance of available jobs elsewhere, poor financial incentive for new entrants, fear of losing certain rights, and activities of trade unions. Where all these, are not available, then labour mobility will be remarkably easy. When workers are not aware of job elsewhere, they try as much as possible to stay or retain the current employment.

Today's workplace environment changes rapidly, and the pace of this change continuously challenges the advancement of educational programs. One such challenge is to determine the appropriate balance of technical, employability, and academic skills for workplace education. National and state educational agencies have recognized the need to focus on making institutions more rigorous and relevant in order to engage students in active learning. Recent studies (Varlas, 2004; Rosenbaum, 2004) report that as the job market becomes more competitive on a global scale, increasing the capacity of career/technical education programs to deliver challenging, applicable content becomes crucial. Today's typical job requires more advanced skills and career/technical education has been seen to offers a pathway for delivery of employability skills. Employability skill from research perspective, exposes research generated content which requires exemplification in the pursuit of generating solutions to the existing trend. Shrivastava (2013) claims that developing soft skills is no more a matter of choice rather it is essential for efficient work performance, growth and success at an international platform.

Jog (2013) synonymizes the same by stating that there is a definite mismatch of skills that are required in the real world of work compared to mainstream education. Based on these subjections, Noronha (2011) recommends that institutions must meet the challenge to deliver management education and knowledge that is relevant in both global and local settings. Employability skills become a very important issue at the national, regional, and international labour market. Employability skills are considered one missing link between education and training and the world of work. Labor market as one of the driving forces of the content and quality of education attributes high value to international recognition of qualifications and education. The concept of employability emphasized on three aspects: the ability to gain initial employment, the ability to maintain employment and make 'transitions' between jobs and roles within the same organization to meet new job requirements, and the ability to obtain new employment if required, to be independent in the labor market by being willing and able to manage employment transitions between and within organizations.

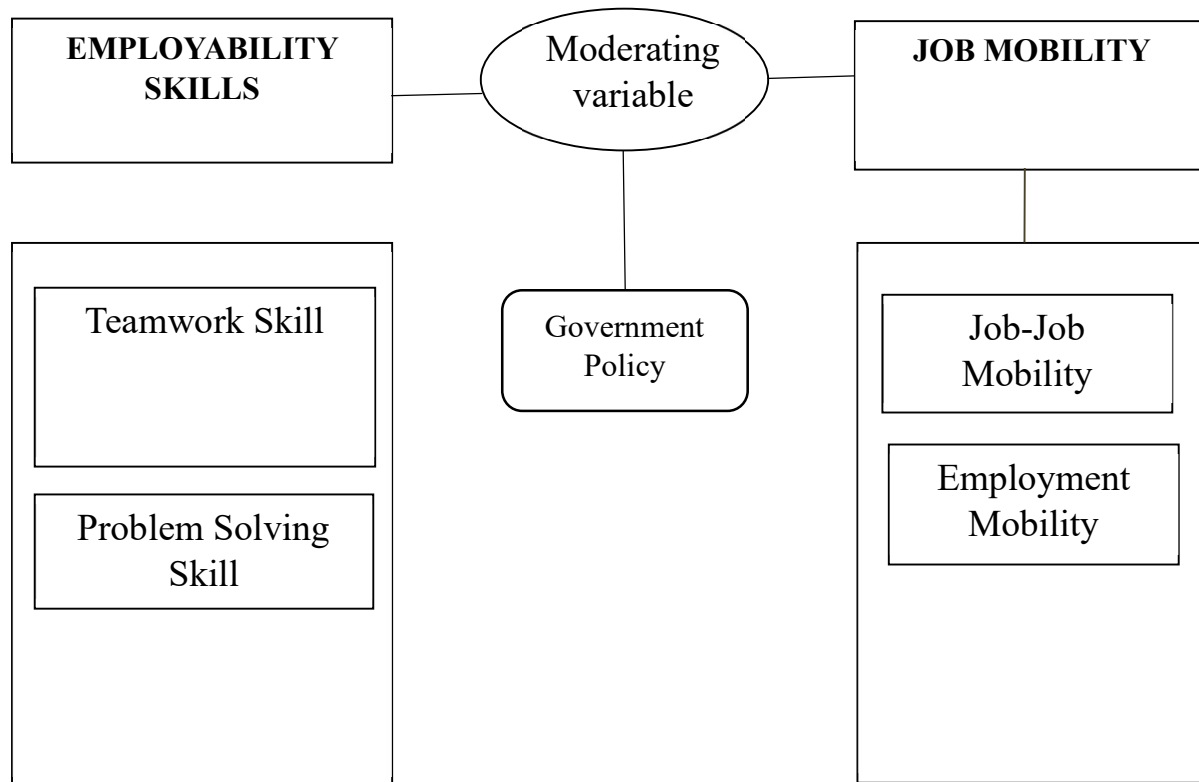
Empirically, it has been established that employability skills in an organization when properly implemented have a significant impact in predicting employees' attachment to its organization with adequate wage gain (Campbell et al., 2001). Hence adequate salary attainment on individual can lead to career progression (Ng, Sorensen, Eby & Feldman, 2007).

Therefore, this study tends to proffer suggestions and recommendation to these issues and provides insight for the Nigeria government on how to improve incentives, employee wellbeing, working condition in the system that can influence medical doctors to stay and enhance the sector of public health.

Statement of the Problem

According to the World Health Organization (WHO), the world was lacking at least 4.2 million health workers in 2006. Nigerian Government does not make provision to accommodate the vast number of medical doctors leaving school as such they migrate out of the country in search for a better opportunity and greener pasture. This creates room for shortage of doctors in public hospital in the study area. In addition to shortages, health workers are not spread evenly across the state and region of the country. This has led to inefficiency of public health medical doctor unable to mitigate major or chronic health issues, as well over work load or role on the available doctors. The role of job mobility in human capital development literature yields mixed results. Job mobility has received considerable attention in studies related to salary attainment on individual career progression (Ng, Sorensen, Eby & Feldman, 2007). Some studies have suggested that individuals who have undergone inter-firm mobility experienced higher career and income progressions as compared to their counterparts who did not (Lam, Ng & Feldman, 2012; Brett & Stroh, 1997; Ghosh, 2007; Lam & Dreher, 2004).

Conceptual Framework of Employability Skills and Job Mobility



Adopted from: (Robles, 2012)

Fig. 1.1: *Conceptual framework of Employability skills and job mobility among Doctors of public hospitals in Bayelsa State, Nigeria.*

Objective of the Paper

The aim of this paper is to examine the influence of employability skills on job mobility in Nigeria public hospital. Furthermore, identify the vital and various ways employability skills can be adequately applied to attain effectiveness and efficiency in the working environment of public hospitals in Nigeria whilst the organizations achieve significant and optimal utilization of manpower resource as well employees are satisfied rather than leaving for better opportunity.

The paper is aimed at accomplishing the following objectives:

- i. To examine the nexus between Team work skills and job-job mobility of public hospitals in Nigeria.
- ii. To ascertain the nexus between Team work skills and employment mobility of public hospitals in Nigeria.
- iii. To determine the nexus between problem solving skills and job-job mobility of public hospitals in Nigeria.

- iv. To establish relationship between problem solving skills and employment mobility of public hospitals in Nigeria.
- v. To examine the moderating effect of Government policy on the relationship between employability skills and job mobility of public hospitability in Nigeria.

Research Questions

Based on the problem statement and specific objectives of the paper, the following research questions were formulated:

- i. What is the relationship between Team work skills and job mobility of public hospitals in Nigeria?
- ii. What is the nexus between Team work skills and employment mobility of public hospitals in Nigeria?
- iii. What is the nexus between problem solving skills and job mobility of public hospitals in Nigeria?
- iv. What is the relationship between problem solving skills and employment mobility of public hospitals in Nigeria?
- v. To what extent does government policy moderate the relationship between employability skills and job mobility of public hospitability in Nigeria?

Research Hypotheses

The hypotheses for this study are:

HO₁: There is no significant relationship between Teamwork Skill and Job-to-Job mobility.

HO₂: There is no significant relationship between Teamwork Skills and Employability Mobility.

HO₃: There is no significant relationship between Problem Solving Skill and Job-to-Job Mobility.

HO₄: There is no significant relationship between Problem Solving Skill and Employment Mobility.

HO₅: Government Policy does not significantly moderate the relationship between Employability Skills and Job Mobility amongst doctors of public hospitals in Bayelsa State, Nigeria.

Significance of the Paper

The study focused on investigating the role of employability skills on job mobility of public hospitals in Nigeria. In addition, the result of this study will be of tremendous importance to researchers, as it intend to expand the scope and ways of employability skills on job mobility in Nigeria public hospitals from the recommendations that will be proffer by the end of the study. The study will highlight empirical studies and examples, indicating that when proper application of employability skills is applied, it can avert job mobility, employment mobility and occupational mobility which is crucial to organizational performance.

LITERATURE REVIEW

Theoretical Framework

In management science research, theories are essential to back up the claims or other concept which gives it a proper direction. For this reason, this study adopted the following theories to help underpin the study;

Human Capital Theory

Human capital theory reveals that work related capabilities are developed through informal and formal education, training, experience, and job mobility in the labour market. The theory supports the notion that job mobility is positively related to earning progression as diverse working experience helps accumulate additional individual human capital. Job mobility is viewed as one of the individual investment decisions to obtain additional human capital from diverse firms (Mincer & Jovanovic, 1981; Mincer, 1984). However, investment in job mobility diminishes over time because the time to use the diverse working experience shortens as an individual aged; also the opportunity cost of learning in different job is likely to increase over time. The claims are further substantiated by Borjas (1981) where less mobile older workers' earning are significant higher than their more mobile counterparts, albeit job mobility does increase wage significantly. Although human capital theory encourages job mobility to increase earnings, but the mobility advantages may only be limited to early stages of career lifecycle. The argument of negative consequences in late stage is with the assumption that firm specific training is less likely to be transferable. This assumption may not be so applicable in the current employment trend that encourages integration of talents as well as knowledge transfer through inter-firm mobility.

Social Capital theory

Social capital theory contends that social relationships are resources that can lead to the development and accumulation of human capital. For example, a stable family environment can support educational attainment and support the development of highly valued and rewarded skills and credentials. In evolutionary terms, social capital can be defined as any feature of a social relationship that yields reproductive benefits. According to Savage and Kanazawa (2002, 2004), humans have evolved preferences for companionship in general, and specific preferences for cues that signal higher levels of social capital. Since evolved preferences for certain types of social relationships should have been selected in the EEA, we can expect to observe gender differences that reflect the division of labor in foraging societies. For example, females can be expected to value and derive emotional satisfaction from membership in small social networks comprising close personal relationships constructed from strong social ties. These types of relationships would be especially adaptive for women by providing assistance in foraging and caring for children. Males would be expected to benefit more from membership in larger social networks constructed from weak ties that would constitute hunting groups, political alliances, and fighting parties. Males would benefit especially from forms of social capital that would confer resources and social status.

Concept of Employability Skills and Job Mobility

Employability Skill

Employability refers to the attributes of a person that make that person able to gain and maintain employment. Employability is related to work including the ability to be employed, such as: the ability to gain initial employment, hence the interest in ensuring that 'key competencies', careers advice and an understanding about the world of work are embedded in the education system; the ability to maintain employment and make 'transitions' between jobs and roles within the same organization to meet new job requirements and the ability to obtain new employment if required, i.e. to be independent in the labour market by being willing and able to manage their own employment transitions between and within organisations (Van der Heijde and Van der Heijden (2005) The continuously fulfilling, acquiring or creating of work through the optimal use of efforts). Berntson (2008) argues that employability refers to an individual's perception of his or her possibilities of getting new, equal, or better employment. Berntson's study differentiates employability into two main categories – actual employability (objective employability) and perceived employability (subjective employability). The lack of knowledge and skills amongst graduates has been described as one of the reasons why graduates struggle to find employment after graduating (Andelt, Barrett & Bosshammer, 1997). Whilst some are good in their technical skills, most have been found lacking in their soft skills. As a result, they become one dimensional in identity as opposed to exhibiting the multiple identities as proposed by Hall (2002), Hall and Mirvis (2009), and Mirvis and Hall (2004). This creates unnecessary distractions too many organisations, where on one hand, they have to grapple with rapid changes of the world economy and the challenges that come with them, while on the other hand, they are handicapped by the inadequate competency of their future workforce. As such, they have to be selective in recruiting those that they want to work for them.

Job Mobility

Mobility of labour means the ability and the capacity of labour to move from one place to another or from one occupation to another or from one job to another or from one industry to another. Job mobility is a key instrument for an efficiently functioning single market and is essential for allowing more people to find better employment, a key objective of the organization Strategy”, as it is stipulated by the Communication from the Commission to the EP, the Council, the ECOSOC and CoR in Mobility, an instrument for more and better jobs. Job mobility has been significantly affected by technological change, by changes in education patterns, and by structural unemployment. Labour mobility data have contributed immeasurably to our understanding of individuals’ labor market activities, especially when it comes to analyzing job mobility and wage growth. Without the ability to "see" workers move from employer to employer, we would know very little about why workers separate from their employers, how often separations occur, and how job mobility affects earnings. Analyses of these issues have revealed labor markets to be far more dynamic than was previously realized. A related issue of long-standing concern is the effect of job immobility on wage growth.

Occupational Mobility

Occupational mobility refers to individuals' change of occupational status e.g. change of job profile and job content. The definition occupational mobility includes internal mobility, which designates movements within a workplace and external occupational mobility, which designates movements between occupations and employers. Consequently, occupational mobility and job-to-job mobility are not mutually exclusive. Different definitions and perspectives of occupational mobility are found in the literature.

Teamwork Skill

Teams are composed of individuals who have several different characteristics. Teamwork is a cooperative process that allows ordinary people to achieve extraordinary results (Scarnati, 2001). Teamwork is synonymous to working collaboratively in groups. When individuals working collaboratively in groups, they (1) have a shared collective identity, (2) have common goals, (3) are interdependent in terms of their assigned tasks or outcomes, (4) have distinctive roles within the team, and (5) are part of a larger organizational context that influences their work and that they, in turn, can influence (Kozlowski & Ilgen, 2006). Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills.

Problem Solving Skills

A problem is any difference between an actual situation and the desired situation. Problem-solving is the process of identifying a discrepancy between an actual and desired state of affairs and then taking action to resolve the deficiency or take advantage of the opportunity. This skill goes hand in hand with decision making which is a selection process where one of two or more possible solutions are chosen to reach the desired goal (Huitt, 1992). The steps in both problems solving and decision making are quite similar, and both processes have been characterized as complex processes in which an individual identifies and evaluates several alternative courses of action and selects an alternative for the purpose of implementation. In fact, the terms are sometimes used interchangeably.

Empirical Review

Related studies connote that the existence of employability skills correlate with job mobility, Krieger (2003) carried out an extensive study on labour mobility based on the Euro barometer Labour Mobility Survey, which covers all accession countries; These studies have estimated the long-run stock of residents from the new member state (NMS) at between 3 and 5 per cent of the population in the origin countries, while annual net migration flows have been predicted to be between 300,000 and 400,000 persons in the first years following enlargement, which corresponds to 0.3-0.4 per cent of the population in the countries of origin. These migration forecasts rely on the assumption that all Member States of the EU-15 open their labour markets at the same time. However, the selective application of transitional arrangements has affected both the scale and the direction of migration from the NMS. Nevertheless, at an annual net migration flow of between 200,000 and 250,000 persons from the NMS-8 into the EU-15, the post-enlargement experience is not entirely inconsistent with most of the projections, although migration flows into Ireland and the UK have greatly exceeded the forecasts. However, surveys of

migration intentions can provide valuable information which is not available from other studies. Perhaps, they deliver important insights on the human capital characteristics of potential migrants (see Fouarge and Ester, 2007; Krieger, 2003, for a detailed analysis).

Also Campbell (2001) finds that the wage gain associated with changing job over a three-year period is around 10 per cent in the UK. Abbott and Beach (1994) find that the average wage gain for Canadian women who change jobs is around 8-9 per cent. Topel and Ward (1992) report a 10 per cent return to mobility for young men in the US. OECD (2010) find an average of a 3 to 4 percentage point wage premium associated with changing jobs for a range of European countries. Their estimate for the Irish wage premium is higher at around 9 per cent. Several studies (e.g. Light and McGarry (1998), Topel and Ward (1992) do not distinguish between voluntary and involuntary mobility. There are several reasons why it may not be entirely useful to differentiate between them. In some instances, the distinction between the two may be somewhat arbitrary.

There is consistent evidence that job mobility related wage gains decrease with age as well as tenure (e.g. Bartel and Borjas (1981). In fact most of the empirical literature focuses on younger workers because job mobility is more common in the earlier stages of individuals working lives. For example, Topel and Ward (1992) find that job mobility accounts for one third of total wage growth for men in their first ten years in the labour market.

Nagypál (2004a) provides strong empirical evidence for the United States that job-to-job transitions are numerous. Her findings emphasize the role of worker reallocation over the business cycle. She argues in contrary to commonly used models that in recessions the job finding rate has shrunk in contrary to a burst in the layoffs. “So while separations are a cyclical, there is an important change in their composition over the business cycle, with separations shifting away from quits and towards layoffs in recessions.” (Nagypál (2004a). Nagypál claims that external Job to Job transitions should be relatively stable over the business cycle because fewer workers will quit their jobs in recessions because of the weak labour market but layoffs are increasing due to the downturn of the business cycle. In booms her argument for an external JJ is that workers anticipate the upswing and will quit if they find a better job. If external JJ transitions decline in recessions this can be due to the shift of quits to layoffs and JJ is less likely after a layoff. Nagypál calls this effect “composition effect”. The “change in rate effect” specified by Nagypál describes that JJ rate is decreasing within each type of separation. A decline of each –layoffs, quits, end of contract and other reasons can describe about one half in the overall change in the JJ transition rate as Nagypál points out.

Gathmann and Schonberg (2007) obtain their detailed data on tasks from the German Qualification and Career Survey (GQCS). In the survey, respondents are asked whether they perform any of nineteen different tasks in their job and whether the task is the main activity. The survey also records a conventional occupation title or code for each respondent assigned by a coder. There are 64 occupation codes. The skill content of each of these occupations is characterized by a 19-dimensional vector $q_o = (q_{o1} \ q_{o2} \ q_{oJ})$ where q_{oj} is the fraction of workers in occupation o performing task j . For descriptive purposes the tasks are divided into “analytical tasks” such as “research, evaluate or measure”, “manual tasks” such as “equip or operate machines” and “interactive tasks” such as “sell, buy or advertise”. At the worker level the information is discrete: simply whether they perform the task at all. At the occupation code level

the task measure is made continuous by using the fraction of workers in the occupation that report that they perform the task. The occupation distance measure obtained from the GQCS is applied by Gathmann and Schonberg (2007) to an analysis of the German Employee Panel (GEP). This is a two percent sample of administrative records in Germany from 1975 to 2001 in which job histories, including occupation histories, are recorded. The occupation distance measures obtained from the GQCS are applied to the occupation histories of the employees in the GEP to assess the occupational mobility in terms of the distances of the moves. A very basic finding is that workers are more likely to move to occupations with similar task requirements.

Methodology

The methodology of the study connote that this paper used the deductive approach in which it is based lucidly on past empirical studies as well related theoretical works. The study attempts to scrutinize other research work, journals and articles related to the role of employability skills and job mobility on medical doctors in public hospital, as well theoretical underpinning on which these construct depends on. Unlike other constructive quantitative studies, this study engendered numerous reviews which are vital takeaway and importance to the study. This paper elucidate extensive components applied to the notion of employability skills on job mobility which is quite lingering situation to Nigeria public hospital setting and lack of implementation of sound policies.

Discussion of the Findings

HO₁: There is no significant relationship between Teamwork Skill and Job-to-Job mobility.

HO₂: There is no significant relationship between Teamwork Skills and Employability Mobility.

Spearman rank result for hypothesis one: there is no significant relationship between teamwork skills and job-to-job mobility.

Correlations

			TEAMWORK SKILLS	JOB-JOB-MOB
Spearman's rho	TEAMWORK SKILLS	Correlation Coefficient	1.000	.866**
		Sig. (2-tailed)	.	.000
		N	285	285
	JOB-JOB-MOB	Correlation Coefficient	.866**	1.000
		Sig. (2-tailed)	.000	.
		N	285	285

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

Spearman rank result for hypothesis two: there is no significant relationship between teamwork skills and employment mobility.

Correlations

			TEAMWORK SKILLS	EMPLOY MOB
Spearman's rho	TEAMWORK SKILLS	Correlation Coefficient	1.000	.900**
		Sig. (2-tailed)	.	.000
		N	285	285
	EMPLOY MOB	Correlation Coefficient	.900**	1.000
		Sig. (2-tailed)	.000	.
		N	285	285

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

The result of the tested hypotheses to show the relationship between teamwork skills and measures of job mobility showed rho value of .866** for hypothesis one and .900** for hypothesis two. This shows a very strong positive significant relationship between teamwork skills with job-to-job mobility and employment mobility amongst doctors of private hospitals in Bayelsa State, Nigeria. Teamwork skills is very essential in a setting such as a hospital. The present study has

showed that teamwork skills relate so much with job mobility which means that an employee with high mobility rate is seen as one with a good teamwork spirit which allows for team bonding and sharing of ideas through collaboration. The outcome of this study is aligned by the human capital theory which opine that work related capabilities are developed through informal and formal education, including training, experience and job mobility. This theory supports that job mobility is related to factors such as earnings, skills and experience. This study also is in line with study carried out by Gathmann and Schonberg (2007); Nagypál (2004a).

HO₃: There is no significant relationship between Problem Solving Skill and Job-to-Job Mobility.

HO₄: There is no significant relationship between Problem Solving Skill and Employment Mobility.

Spearman rank result for hypothesis four: there is no significant relationship between problem solving skills and job-to-job mobility.

Correlations			PROBLEM SOLVING SKILLS	JOB-JOB-MOB
Spearman's rho	PROBLEM SOLVING SKILLS	Correlation Coefficient	1.000	.857**
		Sig. (2-tailed)	.	.000
		N	285	285
	JOB-JOB-MOB	Correlation Coefficient	.857**	1.000
		Sig. (2-tailed)	.000	.
		N	285	285

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

Spearman rank result for hypothesis five: there is no significant relationship between problem solving skills and employment mobility.

Correlations			PROBLEM SOLVING SKILLS	EMPLOY MOB
Spearman's rho	PROBLEM SOLVING SKILLS	Correlation Coefficient	1.000	.872**
		Sig. (2-tailed)	.	.000
		N	285	285
	EMPLOY MOB	Correlation Coefficient	.872**	1.000
		Sig. (2-tailed)	.000	.
		N	285	285

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

The result of the tested hypotheses to show the relationship between problem solving skills and measures of job mobility showed rho value of .857** for hypothesis four; .872**. This shows a very strong positive significant relationship between problem solving skills with job-to-job mobility, employment mobility and occupational mobility amongst doctors of private hospitals in Bayelsa State, Nigeria. This study has showed that problem solving skills is significantly related to job mobility, as such there will be record of high mobility in job amongst doctors with high problem solving skills in these public hospitals in Bayelsa State. Social capital theory simply explains the place of family stability with acquisition of highly valued skills and credentials. This theory also explains the notion that social capital could potentially increase employee's performance through adequate skills and may possibly lead to increased earnings in the market (Schmutte, 2015; Bäker, 2015). As such, this study is in line with works carried out by Nagypál (2004a).

HO₅: Government Policy does not significantly moderate the relationship between Employability Skills and Job Mobility amongst doctors of public hospitals in Bayelsa State, Nigeria. The result for the contextual variable simply explains that government policies in the medical practice has a serious role to play towards acquiring employability skills necessary to practice as a qualified doctor as well as affect job mobility rate amongst doctors in Bayelsa State, Nigeria. By this, it simply means that the medical training system should be one that avail medical students the opportunity to get equipped with proper skills and working policies should be one that does promote affective commitment. As the partial correlation analysis on the moderating role of government policy with employability skills and job mobility shows positive substantial link. The data was analyzed using the Spearman's Rank Order Correlation Coefficient at 0.05 level of significance.

Conclusion

On the observations of this study, the study observed that there exist a significant and positive relationship between employability skill and job mobility amongst doctors of public hospitals in Nigeria. In same manner, government policy must be properly implemented to stop the high rate of job mobility in Nigeria as well stop constant disagreement between the government and medical doctors in order to avoid strike. The implication from the study, shows that doctors in public hospitals should have the necessary employability skills which qualify them to carry out their duties effectively and efficiently. There is high rate of job mobility amongst these doctors because such skills are well sought for elsewhere and across the country borders. The high propensity of mobility domiciled among doctors with employability skills has been set back in human resources which is why most times there is redundancy and lack of manpower in these medical facilities. Also government policies in terms of welfare, work life policies have been seen as a form that encourages job mobility amongst doctors.

Recommendation

Government should design and formulate policies that will ensure top notch facilities and equipment's, regularly provided in the public hospital since health is about life, as well ensure good retirement benefits for retired public medical doctors, nurses and other staff, with adequate

measures put in place to curb job mobility in terms of redefine payment plans and packages therein taking care of medical doctors need in public hospitals.

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