

THE APPLICABILITY OF HERZBERG'S TWO-FACTOR THEORY ON THE JUNIOR NON-ACADEMIC STAFF OF MAKERERE UNIVERSITY

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Abstract

This study was conducted to establish the relationship between the remuneration and motivation of junior non-academic staff of Makerere University (Mak.). Basic salary and allowances characterised remuneration. The study particularly sought to establish whether remuneration or pay is a mere hygiene factor or a satisfier among the junior non-academic staff of Mak. This was done to assess the extent to which Herzberg's acclaimed research findings have application in Uganda and for the junior non-academic staff of Mak. in particular. The study was conducted by cross-sectional survey, data being collected in July 2003, from a stratified sample of 267 respondents selected from the target population, using questionnaire and survey interview techniques. The data was analysed using frequency and percentage distribution as well as chi-square statistics. The study established that the junior non-academic staff at Mak. is not highly motivated despite the presence of high levels of Herzberg's satisfiers such as promotion and recognition in the University. It also established that pay in terms of allowances has a positive influence on the level of motivation of the junior non-academic staff of the university. The study concludes that remuneration - basic salary and allowances - are motivators and not just dissatisfiers as stated by Herzberg for the case of the junior non-academic staff. It recommends that the management of the University should improve the remuneration of their employees to stimulate (motivate) the staff in their jobs wherefore the University stands to gain.

Introduction

Effective management generally entails the creation, development and maintenance of an environment in which individuals in an organisation work together in groups towards the accomplishment of common organisational objectives. To achieve this, a manager needs to understand how to motivate people. Organisational roles, staffing of those roles and the entire process of leadership must be built on the knowledge of motivation (Koontz & Wehrich, 1988). An organisation cannot effectively achieve its mission without motivating its personnel to work together towards the achievement of its set goals (Zimmerman, 1988). And Makerere University, as an organisation, is not an exception.

Motivation is a general term that refers to the entire class of drives, desires, needs, wishes and similar forces (Maicibi, 2003) that compel people to choose certain options and not others. It can be described as the direction and persistence of action: how people choose a particular course of action and why they continue in it. Thus, motivation is neither the behaviour itself, nor the performance (Koontz and

Wehrich, 1988). It concerns actions and the internal and external forces, which influence a person's choice of action.

Motivators, on the other hand, are factors, which induce individuals to improve performance. They are identified rewards or incentives that sharpen the drives to satisfy the wants (Zimmerman, 1988).

A lot of work has been done on motivation and several theories of motivation have been advanced. These theories broadly fall into two categories. The content theories advanced by management theorists such as Maslow (1954), Alderfer (1974), and Herzberg (1959) describe what motivates people to work (Mintzberg, 1975). The process theories advanced by Vroom (1964), Peter and Lawler (1972), and Locke and Heider (1980) describe how people get motivated at work. Process theories attempt to identify the relationship among the dynamics of variables, which make up motivation and the actions required to influence behaviour and actions (Mintzberg, 1975).

According to Taylor (1947) money (or to take it more broadly, remuneration) is a primary incentive to workers. Thus, the remuneration employees receive whether as basic salary or allowances such as housing, medical or transport influence their level of motivation to work. In this context, receiving the highest possible wages through working in the most efficient and productive way would motivate workers. Thus, all the workers want from their employers more than anything else is high pay. The staffs of Mak. have complained of the unattractive general terms of service and other conditions of work (Mak. 2000). The University's strategic plan 2000/1-2004/5 also points out that one of the weaknesses of the University is its non-competitive terms of service Mak.. The levels of remuneration and terms of service are not very competitive in the job market leading to inadequate motivation and poor retention of staff (Mak. 2000). Taking into account Taylor's (1949) preposition and the observation of Mak. (2000), the level of motivation of the staff and the production at the University are greatly dented.

But on the contrary and as Herzberg (1959) observes, remuneration is only an aspect of the hygiene factors rather than a motivator. Motivators, as opposed to hygiene factors should originate from within an individual rather than from the outside and include such things as achievement, recognition, responsibility, personal growth, advancement and the nature of the job itself Mak. These are directly related to the job content or the work itself and are generally referred to as motivators or growth factors (Herzberg, 1959). On the other hand, salary, job security, work conditions, supervision, company policy and interpersonal relations are not motivators but merely hygiene or maintenance factors which if absent cause dissatisfaction – but if present, does not motivate workers Mak.. They are concerned with work environment and are extrinsic to the job itself. Money or remuneration, being a factor from without an individual, is merely a dissatisfier and not a motivator. Thus, even though the remuneration may be low, the staff of an organisation may still be highly motivated in their work (Koontz and Wehrich, 1988).

In Makerere University despite the high indicators of satisfiers such as provision for achievement, recognition, responsibilities and room for personal growth and advancement, the lower cadre staff, particularly the junior non-academic staff, are not fully committed to their work and they do not seem to pull together towards the achievement of the University goals (Mak., 2000). Most of them operate private businesses during official university hours, sometimes using university facilities under their care. Judging by the standards and procedures at the University, it is a great achievement to work at the University. Being the oldest and the largest University in Africa south of the Sahara, Makerere is prestige itself. There are clear channels and procedures for growth and advancement. It can be said that satisfiers as described by Herzberg (1959) are well provided in the University. The level of motivation is therefore expected to be very high. Yet on the ground, this is not the case. It was therefore necessary to establish the factors that may actually motivate the staff of Makerere University and particularly the junior non-academic staff to work towards the achievement of University's goals.

This study was driven by the main aim of testing the Herzberg's two-factor theory of motivation that relates remuneration to motivation on a sample of 267 respondents of Mak. so as to establish the nature and the actual factors that may motivate the lower level non-academic staff of Mak. to work towards the achievement of common University goals. Remuneration was defined as basic salary and other allowances

and motivation as commitment towards the University goals. Based on this framework, the study sought to achieve the following specific objectives:

1. To determine the relationship between basic salary and motivation of junior non-academic staff of Mak..
2. To find out the effect of the allowances on the motivation of junior non-academic staff of Mak..
3. To establish the other factors (other than remuneration and allowances) that motivates the junior non-academic staff of Mak..

The researchers were guided by the following hypotheses:

- a). There is no relationship between basic salary and the level of motivation of junior non-academic staff of Mak.
- b). Allowances do not have any effect on the motivation of junior non-academic staff of Mak..
- c). There are no other factors other than remuneration that influences the level of motivation of the junior non-academic staff of Mak..

Methodology

This was mainly a quantitative study to explore and describe the factors that motivate the employees of Mak. to work towards the attainment of common university goals. The study employed cross-sectional survey design in which questionnaires and survey interviews were used to collect data.

The study targeted all the 1,782 junior non-academic staff in all the 53 departments of Mak. (Oso, 2000). All junior staff of the University work under similar terms and conditions of service even if they are attached to different departments of the University. The sample consisted of 267 (113 males, 154 females) junior non-academic staff selected from all the faculties in the University using stratified random sampling technique. Simple random sampling was used to select the respondents in each stratum to be included in the sample.

Semi-structured questionnaire and interview guides constructed and administered by the researchers were used in this study. The instruments were pretested and the results from the pretest were used to modify the items in the instruments. Both had validity and reliability coefficients of 0.83 and 0.79 respectively. The instruments assessed the issues related to the relationship between motivation and remuneration of workers and “other” factors that could motivate the junior non-academic staff of Mak. Recommendations regarding ways of improving the motivation of employees were also solicited from the respondents.

Results and Discussion

Preliminary Information

Preliminary information gathered revealed illuminating side findings which showed that more women (57.7%) than men participated in the study implying that Makerere has more women than men at the lower level of cadres. This is in consonant with what is contained in the University’s annual report of 2003 that in the category of support staff, women account for 63% while men account for 37%. It also revealed that majority of the staff are single (58.35) with 60.7% being below 40 years of age. It also revealed that most of the employees of the University have the necessary qualifications required for their respective roles in the university. This information is summarised in Table 1 below.

Table 1: Preliminary Information on Employees of Makerere University

(a) Age and Marital Status

Marital Status	Single	Married	Divorced	Widowed	Total
Responses	120	120	0	27	267
Percentages	44.9	44.9	0.0	10.2	100

(b) Years of Service

Years of Service	Below 10 years	Above 10 years	Total
Responses	178	89	267
Percentages	66.7	33.3	100

(c) Level of Education

Level of Education	O' level	A' level	Tertiary	Total
Responses	68	42	157	267
Percentages	25.5	15.7	58.8	100

Remuneration and Motivation of Workers.**Level of Motivation**

The respondents were asked to react to items in the questionnaires and interviews intended to gauge their level of motivation to work at the University. The level of motivation was measured by attendance to duty; punctuality, departure time (or overtime), working relationships and an intention to leave Mak. for another job elsewhere. The results of the responses are contained in the Table 2 below:

Table 2: Level of Motivation of Junior Non Academic Staff of Mak.

Variable	Responses			Total
	Disagree	Undecided	Agree	
Your attendance at duty is regular	0(0.0%)	0(0.0%)	267(100%)	267
You are always Punctual for duty	44(16.5%)	21(7.9%)	202(75.7%)	267
You often leave work late	52(19.5%)	55(20.6%)	160(59.9%)	267
You have good working relationship with peers and supervisors	24(8.9%)	24(8.9%)	219(82%)	267
You do not intend to leave Makerere soon	100(37.3%)	22(8.3%)	145(54.4%)	267
Total	220(16.5%)	122(9.1%)	993 (74.4%)	1335

The results show on the surface that most junior non-academic staff are highly motivated. Out of 1335 responses, 993 (74.4%) recorded positive indicators of high motivation while only 220(16.5% recorded negative indicators. However, these responses cannot be trusted to reflect the true picture of motivation levels because it is not easy for staff to indicate negative responses. A more reliable result would have been obtained if the researchers observed by themselves the behaviour of the staff rather than asking them to indicate on a questionnaire or in interviews. The data was analysed using chi-square to test the null hypothesis that there is no difference in the levels of motivation among the junior non-academic staff of Mak. The results of chi-square analysis of the level of motivation are summarised below:

Table 3: Summary of Chi-square Analysis of Level of Motivation of Junior Non-Academic Staff of Mak

Variable	N	χ^2_o	df	χ^2_c	P = 0.05	Decision
Level of Motivation	267	10.175	8	15.507	P > 0.05	Accept H ₀

The result of the chi-square test shows there is NO significant difference in the opinion of the junior non-academic staff on the level of their motivation. Thus, the staffs have a similar level of motivation though this is generally low. But we have argued in 1.0 that Mak. has high indicators of satisfiers such as provision for

achievement, recognition, responsibilities and room for personal growth and advancement for staff (Mak., 2000). The low level of motivation can only be explained in terms of low remuneration.

Basic Salary and Allowances

Respondents were asked about their feelings about remuneration. Remuneration was measured by basic salary and other allowances. The responses are summarised below:

Table 4: Attitudes of Junior Non - Academic Staff of MAK towards the Basic Salary and Allowances

Variable	Satisfactory	Undecided	Unsatisfactory	Total
Basic salary	44 (16.5 %)	24 (8.9%)	199 (75%)	267
Other allowances	62 (23.2%)	13 (4.9%)	192 (71.9)	267
Total	57	86	391	534

A large percentage of respondents (75%) and (71.9%) indicated that they are not motivated with the basic salary and other allowances respectively. Only 16.5% and 23.2% are comfortable with the basic salary and other allowances. The data was analysed using chi-square to test the hypothesis that there is no difference in the attitudes of the junior non-academic staff of Mak towards their basic salary and allowances. The result of the chi-square analysis is summarised in the table below.

Table 5: Summary of Chi-Square Analysis of the Attitudes of Junior Non - Academic Staff of Mak. towards the Basic Salary and Allowances

Variable	N	χ^2_o	df	χ^2_c	P = 0.05	Decision
Remuneration	267	11.433	4	9.488	P > 0.05	Accept H_o

The results show significant difference in the attitudes of the staff towards their basic salary and allowances. There were particularly more employees who felt that the basic salary and allowances were unsatisfactory than those who indicated satisfaction or who had no opinion. It can be concluded from this analysis that the low level of motivation at the University, in spite of high level of satisfiers could be attributed to the levels of remuneration.

The staff were also asked to indicate whether altering their basic salary and allowances would influence their level of motivation. Their responses are summarised in table 6 below.

Table 6: Effects of Basic Salary and Allowances on Motivation of Junior Non-Academic Staff of Mak.

Variable	Responses					
	Strongly Disagree	Disagree	No Comment	Agree	Strongly Agree	Total
If paid higher salary and allowances your attendance to duty would be regular	8 (2.9%)	21 (7.8%)	4 (1.9%)	81 (30.3%)	153 (57.3%)	267
If paid higher salary and allowances you would always be punctual on duty	20 (7.5%)	46 (17.2%)	1 (0.4%)	98 (36.7%)	102 (38.2%)	267
If paid higher salary and allowances you would always work overtime	41 (15.4%)	18 (6.7%)	7 (2.6%)	122 (45.7%)	79 (29.6%)	267
If paid higher salary and allowances you would have a good working relationship with your peers and supervisors	24 (8.9%)	78 (28.9%)	24 (8.9%)	72 (26.8%)	69 (25.7%)	267
If paid higher salary and allowances you would NOT wish to leave Mak. Soon	9 (3.4%)	29 (10.9%)	0 (0%)	99 (37.1%)	130 (48.7%)	267
Total	102	192	36	472	533	1335

The results show that majority of the staff (1005 or 75.5%) responded the suggestion that paying them higher salaries and allowances would increase their level of motivation. Only a small fraction (294 or 22.6%) indicated that higher salaries and allowances couldn't affect their motivation to work. A paltry 36 (2.7%) did not comment on the relationship between basic salary and allowances. The data was subjected to chi-square analysis to test the hypothesis that basic salary and allowances do not have any effect on the level of motivation of junior non-academic staff of Mak.. The results of the analysis are summarised in Table 7 below

Table 7: Summary of Chi-Square Analysis of the Attitudes of Junior Non- Academic Staff of Mak. towards the Basic Salary and Allowances

Variable	N	χ^2_o	Df	χ^2_c	P = 0.05	Decision
Basic Salary and Allowances	1335	122.05	8	15.51	P > 0.05	Reject H ₀

The results of the analysis show a significant difference on the effects of basic salary and allowances on the motivation of junior non-academic staff of Mak.. There were particularly more employees who felt that higher basic salary and allowances would improve their relationship with their peers and supervisors and their rate of attendance to duty than those who disagreed that higher salaries and allowances would not improve their job attendance nor reduce their job mobility. It is clear from this analysis that the low level of motivation at the University, in spite of high level of satisfiers, could be attributed to the levels of remuneration.

From these results, it can be said that most junior non-academic staff at Mak. find their basic salary and allowances unsatisfactory. And since we have shown in above that there is a high presence of Herzbergs satisfiers at the University, then the low levels of motivation of the junior non-academic staff can only be attributed to the poor remuneration. These opinions could be arising from the staff's inability to afford the basic necessities of life out of their salary. This can result into demotivation and consequently a fall in the productivity of the workers. According to Maslow (1954), individuals are motivated in their work when they expect that the rewards from the organisation will enable them satisfy first their basic physiological needs and later higher level needs. The fact that the junior non-academic staff are unsatisfied with their basic salary, which they regard as a motivator, could imply that the amounts paid are really small, or that they are relatively low as compared to market rates. It needs a reminder that Mintzberg (1975) has drawn attention of management to the need to pay a living wage that correspond with the market forces. And Maicibi (2003) advised that take-home pay should be able to take employees home. If the basic salary remains low, the level of motivation of the University's staff is bound to remain where it is. Since the University is currently experiencing tremendous transformation in regard to the size of the student population, quality, type of courses offered, and physical infrastructure, it is wise to motivate the staff to work much harder to serve the growing population of students.

Motivation by "Other" Factors

The respondents were asked to state other factors (other than salary and allowances) that could also motivate them in their work. Table 8 shows results regarding other motivating factors.

Table 8: "Other" Factors that Motivate the Junior Non-academic Staff of Mak.

Variable	Responses			Total
	Disagree	Undecided	Agree	
Job Security	81 (30.3%)	24 (9.0%)	162 (60.7%)	267
The Job Itself	49 (18.3%)	21 (7.7%)	197 (74.0%)	267
Good Supervision	68 (25.6%)	14 (5.0%)	185 (69.4%)	267

Good Work Relationships	63 (23.6%)	23 (8.5%)	181 (67.9%)	267
Total	261	82	725	1068

From the table, majority of staff (725 or 67.8%) are of the opinion that they are motivated by “other” factors such as job security, the job itself, good supervision and good work relationship besides salary and allowances. However, 261 (24.4%) of the respondents indicated that they are not motivated by “other” factors other than basic salary and allowances. While 82 (7.7%) of the respondents did not know whether or not they may be motivated by “other” factors apart from salary and allowances. The data was subjected to chi-square analysis to test the hypothesis that there is no difference between the “other” factors that motivate the junior non-academic staff of Mak. A chi-square analysis of the responses is summarised in the table 9 below.

Table 9: Summary of Chi-Square Analysis of “Other” Factors that Motivate the Junior Non-Academic Staff of Mak.

Variable	N	X^2_0	Df	X^2_c	P = 0.05	Decision
Other motivating factors	267	13.861	6	12.592	P>0.05	Reject H_0

The results show that there are statistically significant differences among the factors that motivate the junior non-academic staff. It shows that they are motivated more by the job itself, good working relationship than by promotional prospects and training. Hence, it can be said that other than basic salary and allowances, there are other factors that may also motivate employees of Makerere.

Finally, the researchers made an effort to establish the comparative effects of remuneration and other factors on the motivation of the junior non-academic staff of Mak.. The research findings revealed that there are actually many other factors that motivate the junior staff other than remuneration. But, it states categorically that money or remuneration is a basic motivator. This is a contradiction to the theory of Herzberg that classifies money as a dissatisfier. But, Herzberg (1949) conducted his study among high-level employees (200 Engineers and Accountants). His results therefore are majorly true, or could be true, to that class of workers. But it can be said with certainty that salary is a motivator particularly for the lower level employees, who still grapple with meeting the basic physiological needs of life, not only in Mak., but in similar other organisations in a large majority of developing countries.

The study established that the urge for promotion or further training is not a very high motivating factor among the non-academic staff. This could be attributed to the organisational structure of the University that does not provide opportunities for further growth for such staff. Besides, most of the junior non-academic staff, though well educated, still have to grapple with meeting their daily needs, which cannot be adequately satisfied by the low basic salaries and allowances. They therefore do not have the urge for further education or to compete or have a thirst for promotion (Mak., 2000).

The study found out that many non-academic staff are motivated by the working relationships prevailing at Mak.. Mayo (1933) emphasised the importance of informal relations among the staff of an organisation. According to him, these informal relations promote cooperation and consequently the productivity of the staff. It is, therefore, important that the relations between a worker and his or her subordinate, superior or colleague are smooth. Conflict or friction in relationships, though at times constructive, usually tend to negatively affect the productivity in an organisation.

The results of this study revealed that job security is a motivating factor for the junior non-academic staffs of Mak.. This is expected especially at this time when the rate of unemployment in Uganda is on the increase. Besides, the findings are in congruence with Maslow's (1954) hierarchy of needs theory, which places security, at the second stage of man's needs. Moreover, staff who are not highly motivated tend to demand for job security as McGregor (1966) points out.

Conclusion

The purpose of this study was to establish whether remuneration and "other" factors affect the level of motivation of the junior non-academic staff of Mak.. The study revealed that there is a significant relationship between remuneration and motivation of the junior non-academic staff of Mak.. There is a strong positive relationship between remuneration and motivation – and salary is a motivator especially among lower cadre employees like the junior non-academic staff of Makerere University. Generally, remuneration of junior non-academic staff at Mak. is averagely low. In such circumstances, the level of motivation cannot be high.

The findings also revealed that there are other factors that motivate the junior non-academic staff of Mak.. These factors include the job content itself, job security, and good working relationships. These factors need to be reinforced positively to maintain and raise the level of motivation of the staff of Mak..

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