HERZBERG HYGIENE THRORY ON ADMINISTRATIVE STAFF PRODUCTIVITY IN NNAMDI AZIKIWE UNIVERSITY AWKA

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Abstract
This study is concerned with the application of Herzberg's hygiene theory on administrative staff productivity in Nnamdi Azikiwe University. The aim is to understand how Herzberg's hygiene factors (with emphasis on organizational policy and working environment) affect the career switch from administrative cadre to lectureship cadre, often termed "conversion". Qualitative method was used and relying on interview of personnel managers at Nnamdi Azikiwe University as a case study. It was found that the unfavorable application of the Nnamdi Azikiwe University's conditions of service on the administrative staff informed the career switch because they feel dissatisfied and want to be more appreciated. It was also found that poor working condition (office space) for the administrative staff was another reason for the career switch. It is therefore recommended that a review of the application of the University's Conditions of Service as it applies to the administrative staff and also provision of adequate office space will help to reduce dissatisfaction.

Key words: *Herzberg's hygiene theory, administrative staff, productivity, career switch, organizational policy, working environment.*

Introduction

Every organization is established with a certain objective in mind. This objective or collection of objectives translates into the organization's vision and mission. These objectives can solely be attained or pursued by employees. Employees are essential to the operation and efficacy of organizations, hence serving pivotal roles in the success, expansion, and sustainability of the firm (Nasomboon, 2014). By setting clearly defined goals, organizations may foster a sense of purpose, boost employee engagement, and promote sustainable growth and success. These can only be attained when organizations comprehend the motivations behind their employees' satisfaction. To comprehend the fundamental reasons influencing employee alignment with organizational objectives, Frederick Herzberg and his colleagues examined aspects impacting job behavior through his two-factor theory of motivation. Herzberg's two-factor theory is fundamentally a theory of job satisfaction pertaining to work motivation. Their research involved conducting interviews with a cohort of accountants and engineers. They were requested to identify instances when they experienced "exceptionally good" or

"exceptionally bad" feelings regarding their current or past employment. Herzberg identified two separate categories of factors influencing motivation and performance based on their responses (Chyung, 2005; Amstel, 2008).

Nnamdi Azikiwe institution, Awka, commonly referred to as UNIZIK, is a federal institution in Nigeria. The University is established on the principle that knowledge must be freely shared and disseminated to individuals without obstruction, with Teaching and Research grounded in the needs of both Nigerian and international societies, thereby fostering unity among diverse communities in Nigeria and the global community. An institution with such elevated standards is anticipated to possess an appropriate workforce, encompassing teaching, non-teaching, and other professional personnel who collaborate to realize the university's structure as a "system."

The administrative staff are a crucial component of university administration, responsible for actions that facilitate and create a successful learning environment (Tull, Hirt, and Saunders, 2023). A university administrator typically sustains, enhances, organizes, and supervises various academic and administrative programs at a college or university (Ruben, De Lisi, and Gigliotti, 2023). This may encompass overseeing student activities, academic departments, public relations efforts, and more functions that facilitate the effective administration of the college or university. This multifaceted and significant array of activities is sufficient to incentivize an individual to remain in their employment duties (Howard and Cogswell, 2023). Regrettably, Nnamdi Azikiwe University has experienced a transition in careers from administrative positions to academic jobs, sometimes referred to as "conversion." This inquiry elucidates the interest in the research aimed at investigating the implementation of Herzberg's hygiene theory on the productivity of administrative personnel at Nnamdi Azikiwe University Awka.

Objective

The broad objective was to ascertain the application of Herberg’s hygiene theory in administrative staff productivity in Nnamdi Azikiwe University Awka. The specific objective was to determine the Herberg hygiene factors responsible for the growing number of conversions of administrative staff into the Lectureship Cadre.

Literature Review

Conceptual Review

Frederick Herzberg Two-Factor Theory of Motivation

One of the earliest researchers in the area of job redesign as it affected motivation was Frederick Herzberg (Herzberg, 1959). Herzberg and his associates began their initial work on factors affecting work motivation in the mid-1950's. Their first effort entailed a thorough review of existing research to that date on the subject (Herzberg, The Journal of American Academy of Business, Cambridge September 2004 56 1957). Based on this review, Herzberg carried out his now famous survey of 200 accountants and engineers from which he derived the initial framework for his theory of motivation. The theory, as well as the supporting data was first published in 1959 (Herzberg, 1959) and was subsequently amplified and developed in a later book (Herzberg, 1966).

From his research, Herzberg argued that two factors are responsible for employee motivation and job satisfaction- Motivator and Hygiene factors.

Motivator Factor (Satisfier): These are intrinsic factors that lead to job satisfaction and motivation. They include: - **achievement, recognition, the work itself, responsibility, advancement and growth**. Herzberg believed that these factors are associated with long-term employee attitudes and performance.

Hygiene Factor (Dissatisfier): These are extrinsic factors, which when absent can lead to dissatisfaction. They include: - **company policy, supervision, interpersonal relations, working condition, salary and job security**. Herzberg argued that while these factors do not necessarily motivate employees, but their absence can cause dissatisfaction.

One major key premise of Herzberg's theory is that the opposite of satisfaction is not dissatisfaction and the opposite of dissatisfaction is not satisfaction (Purdy, 2008). Rather, the opposite of satisfaction is no satisfaction and the opposite of dissatisfaction is no dissatisfaction. Herzberg believed that addressing the hygiene factors can help reduce dissatisfaction but it won't necessarily lead to job satisfaction (Buddhavudhikrai, 2023). To achieve job satisfaction and motivation, organisations need to focus enhancing motivator factors.

Limitations of Herzberg's Two-Factor Theory

While Herzberg's theory has its merits such as direct focus on employee motivation, organisations can solve problems faced by employees, monetary consideration treated as secondary factor. Nonetheless, the theory still has its limitations which includes:

1. Herzberg's theory applies to white collar workers only.
2. External factors were not considered. For instance, a competitor company may pay its workers higher salary for the same position. If the organization does not consider improvement in this area, it may lead to a dissatisfied employee and reduce motivation for work.
3. Employee job satisfaction and work efficiency are not directly related. It's worker's pay in this regard, there is no guarantee to show that an employee will become more productive and efficient towards their work, due to a high hygiene and high motivator environment.
4. Herzberg's Theory did not consider differences in people's social and cultural backgrounds. It assumed that everyone has the same needs, whereas people have their different priorities, so also are the factors that motivate them. This work is on the hygiene factors. Accordingly, much of the discussion will be on hygiene factors.

Empirical Review

Enaberue, Anah, and Williams (2023) examined Job Satisfaction and Employee's Performance in Nnamdi Azikiwe University Awka, Anambra State. The study investigated the relationship between reward and career advancement with employee's performance. Relevant theoretical and empirical literatures were reviewed. The study was anchored on Herberg's Theory. The study collected data from primary and secondary sources. The population of the study comprised of 6355 staff in Nnamdi Azikiwe University. The sample size of the study is 376 using taro Yamane formulas, Formulated hypothesis was tested using ANOVA. From the analysis, it was discovered that: Reward has significant effect on employee's performance in Nnamdi Azikiwe University Awka, Anambra state. Career development has significant effect on employee's performance in Nnamdi Azikiwe University Awka, Anambra state

Udoye and Igbokwe-Ibeto (2024) examined The Effect of Physical Workplace Environment on Employee Service Quality in Nnamdi Azikiwe University, (NAU) Awka. The study was guided by one objective, research question and hypothesis; to investigate the effect of spacious office and enough lighting environment on employee service quality in NAU. Within the framework of the Herzberg's Two Factor Theory, the study adopted the survey design. It relied on primary and secondary data, and a sample population of 384. The data collected were presented in frequency table, pie

chart, bar chart and simple percentage. Correlation Coefficient and Simple Regression Analyses statistical technique were used with the aid of Statistical Package for the Social Sciences (SPSS 2.0) to test the research hypothesis. Findings of the study show that spacious office space and enough lighting environment has a significant positive effect on employee service quality in NAU, Awka.

Anunike (2023) explores motivation as an office management tool for high productivity in commercial banks with focus on Aguata local government area of Anambra state. The research objectives included among others, the motivational strategies adopted by bank managers; and to find out if the strategies influence workers' performances to enhanced productivity. The method adopted for this study was survey design. Taro Yamane's simple random sampling technique was used to draw 50 bank workers as the sample to represent the population of 250 workers. Self-structured questionnaire was used as the major instrument of data collection. Tables and simple percentages were used for presentation of data and analysis. The study found out that motivational factors adopted by different bank management vary; that motivators for individual workers are not the same; that due to individual differences not all available strategies motivate every worker; that the planning and implementation of motivational schemes are too challenging to the bank management etc. The study concluded that motivation is an effective office management tool for enhanced productivity when the right application is made and at an appropriate time.

Methodology

Data was collected using qualitative method through interview and observation. The researcher interviewed some managers in Personnel Unit of Nnamdi Azikiwe University. Here are five interview questions that guided the study:

1. Can you describe your experiences with the implementation of the Nnamdi Azikiwe University Conditions of Service for administrative staff? Do you feel that these conditions are applied equitably across different job functions?

2. In your opinion, how do the current office space and working conditions for administrative staff compare to those of teaching staff? How does this disparity affect your motivation and job satisfaction?

3. What specific hygiene factors do you believe contribute most to your dissatisfaction in your current role? Are there particular policies or practices that you feel need to be addressed?

4. Have you considered transitioning from an administrative role to a lectureship position? If so, what factors influenced that decision, and do you think

improvements in hygiene factors could change your mind?

5. What recommendations would you make to the university administration to improve the working conditions and policies for administrative staff, based on your experiences and observations?

Application of Herzberg's Hygiene Theory on Administrative Staff of Nnamdi Azikiwe

This study focused on understanding the hygiene factors responsible for job dissatisfaction amongst administrative staff of Nnamdi Azikiwe University, often leading to conversion from administrative to lectureship cadre. In consideration, the researcher considered the company policy (that is NAU Conditions of Service) and working conditions as the dissatisfiers.

Findings

1. The inequitable implementation of the NAU Conditions of Service adversely impacts the productivity of administrative staff. The preferential implementation of the policy for the teaching staff over the non-teaching administrative personnel was a significant concern. A crucial provision of the NAU Conditions of Service mandates that Study Leave With Pay be allocated to all staff members to facilitate their professional development. Regrettably, this policy is not implemented uniformly throughout the institution. It seems that only the instructional personnel are benefiting from this advantage. The administrative workers appear to have been discreetly barred from obtaining this significant gain. The inconsistent application of the Conditions of Service establishes an inequitable disparity between teaching and administrative staff. It indicates that the policies are not being executed with objectivity and transparency. This may result in anger, resentment, and diminished morale among administrative staff who are deprived of equivalent opportunities for growth and advancement as their teaching colleagues.

2. The finding corroborates Udoye and Igbokwe-Ibeto (2024) that ample office space and adequate illumination significantly enhance employee service quality. The inequity in the distribution of office space between the faculty and the administrative staff. The teachers are assigned more spacious and comfortable offices, whereas the administrative personnel, who are essential to the university's operations, are confined to smaller, considerably less comfortable office spaces. The disproportionate allocation of office space and amenities fosters an imbalance in the workplace, thereby diminishing employee morale, productivity, and overall job

satisfaction. This discrepancy in workplace conditions conveys an underlying message that administrative occupations are regarded as less valuable or significant than lecturing ones. It may foster anger, demotivation, and a perception of inequity among administrative staff, thus compromising the university's overall operations and service provision.

Conclusion

The researcher fully concurs with Herzberg's beliefs that all workplace dissatisfiers should be either eradicated or minimized to the utmost extent. Implementing this strategy at the university would significantly enhance the institution's image and reputation, while fostering a more effective system of mutual respect and accountability among the workforce. By rectifying any sources of discontent, including unjust policies, unequal resource allocation, insufficient opportunities, or inadequate office environments, the university can cultivate a more positive and motivating workplace that enables all employees, irrespective of their role or status, to contribute to the institution's success and advancement.

Recommendation

1. The university administration should conduct a thorough review of the Conditions of Service to ensure equitable and consistent application across all departments and job functions. Clear guidelines and processes should be established to guarantee access to benefits like study leave, regardless of an employee's role or department.

2. The university administration should conduct a comprehensive review of the office space allocation and workplace facilities across all departments. The goal should be to establish a more equitable system that provides all staff, regardless of their job function, with appropriate and comfortable working conditions. This may involve identifying opportunities to expand or renovate administrative office spaces, or re-evaluating the current criteria used to assign office accommodations.

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