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## **The Validity of Herzberg's Dual-Factor Theory on Job Satisfaction of Political Marketers** (Pp. 39-50)

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### **Abstract**

*An avalanche of studies has been conducted to determine the level of job satisfaction, and determinants thereof, among political marketers – including political party supporters. Majority of these studies utilized the Maslow theory, which is based on a hierarchy of needs. Maslow's theory has severally been criticized on philosophical, methodological and hierarchical grounds. The theory argues that human needs are ordered, i.e. they range from lower-order to higher-order needs. As one need is adequately or partially fulfilled, the individual moves to the next higher-order need. By so doing, an individual is said to derive his job satisfaction. But Herzberg's two-factor theory (also called motivation /Hygiene theory) has been*

*suggested as a more plausible alternative to the Maslow's Theory for studying job satisfaction, and in evaluating the previous research efforts on political marketers which are mainly rooted in Maslow's theory. The purpose of this paper is to present the result of an empirical investigation of the validity of the motivation – Hygiene Theory in the Nigerian political environment. The result should prove useful in evaluating the theory as an alternative to Maslow's theory when studying job satisfaction.*

**Key words:** Motivation, Job satisfaction, Political marketers, Herzberg's Theory

### Introduction

The two-factor theory of motivation was propounded by Fredrick Herzberg. The theory came as a concise variant of Abraham Maslow's hierarchy of needs theory which states that human needs are ordered; that is they range from lower-order to higher-order needs. As one need is adequately or partially fulfilled, the individual moves to the next-higher-order need. Maslow sets forth these needs as:

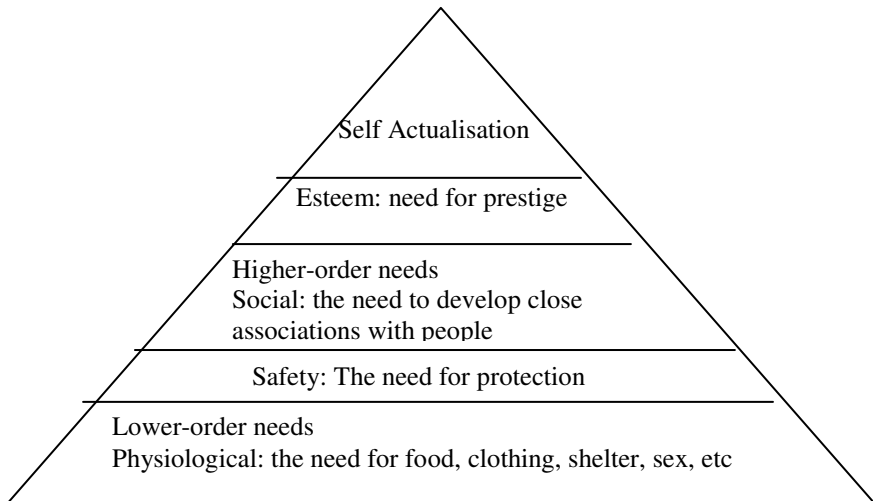


Figure 1: Abraham Maslow Hierarchy of Needs.

Source: Robins (2000) Organizational Behaviour.

Thus as man's physiological needs are adequately or partially fulfilled, he will develop safety needs. As these are fulfilled, man will seek to fulfil social needs, and so on up the need hierarchy. Man is constantly seeking to fulfil some need.

However, in view of the high generality ascribed by Herzberg and his colleagues to the result of their study, which employed the single method of measurement, a question is raised as to the generalizability of the validity of the findings. The present study seeks to answer this question within the context of Nigerian political marketing practice.

In other words, the current study was undertaken to acquire additional data from Nigeria to evaluate Herzberg's theory. It differs from Herzberg's in two major ways. First, it uses a questionnaire instead of the story telling techniques used by Herzberg. Second, it includes measurements of job satisfaction and correlations between different job factors and job satisfaction.

Furthermore, the democracy of most third world countries is witnessing a decline in vitality, as political parties are not able to win the support and confidence of citizens as in the advanced democracies. In particular, the controversies that trail the outcome of elections indicate a decline in civic engagement, voter turnout during elections as well as in party-membership. This scenario, no doubt, threatens the future stability and representativeness of contemporary democratic system in such countries like Nigeria, Zimbabwe, India, Malaysia, Thailand, and Papua New Guinea.

The decline in traditional civic and political engagements point to the need for motivation; motivation for party membership and for the electorate. Motivation is an important aspect of political marketing. Without motivation political activities will lose glamour and vigour. It affects politics in several ways. For example, it promotes party loyalty, civic participation in the democratic process and more importantly, it attracts the right calibre of politicians into politics. Since motivation affects political marketing in diverse ways, politicians need to understand what motivates their supporters and electorate. It is in this context that this paper aims at exploring the validity of Frederick Herzberg's motivational theory within the ambience of political marketing practices, with particular reference to third world democracies like Nigeria.

Motivation, in specific terms, is the set of processes that moves a person toward a goal. Hence, motivated behaviours are voluntary choices controlled by the individual. But Herzberg's Two-Factor Theory concentrates on the effect of motivation on the employees. It describes needs in terms of satisfaction and dissatisfaction. Frederick Herzberg examined motivation in the light of job content and context. According to him, motivating employees is a two-step process. First is to provide hygiene, and then later motivators. One continuum ranges from no satisfaction to satisfaction. The other continuum ranges from dissatisfaction to no dissatisfaction.

Satisfaction comes from motivators that are intrinsic or job content, such as achievement, recognition, advancement, responsibility, the work itself, and growth possibilities. Herzberg uses the term motivators for job satisfiers since they involve job content and the satisfaction that results from them.

Motivators are considered job turn-ons. They are necessary for substantial improvements in work performance and move the employee beyond satisfaction to superior performance.

Dissatisfaction occurs when the following hygiene factors, extrinsic or job context, are not present on the job: pay, status, job security, working conditions, company policy, peer relations, and supervision. Herzberg uses the term hygiene for these factors because they are preventive in nature. They will not produce motivation, but they can prevent motivation from occurring. Hygiene factors can be considered as job stay-ons because they encourage an employee to stay on a job. Once these factors are provided, they do not necessarily promote motivation, but their absence can create employee dissatisfaction. These hygiene factors are present in the work environment of job context.

In the light of the above, the purpose of this paper is to study the way in which political parties can apply Herzberg's motivational theory in order to increase the loyalty and commitment of their members to party goal on one hand; and on the other hand increase the interest of the electorate in the democratic process. This is done by constructing a simple model in which there is a clearly defined political party and studying three plausible sorts of interactions relating to marketing taxonomy in service organizations.

### **The crux of Herzberg's theory**

Fredrick Herzberg, in 1959, published the findings of his study in which he concluded that job satisfaction and dissatisfaction must be separated into two

different continua. This attempt was a departure from the traditional approach that viewed job satisfaction and dissatisfaction as being on opposite ends of the same continuum. His findings supported his belief that job satisfaction was basically determined by one set of factors, and job dissatisfaction basically by a different set of factors.

The factors found to affect job satisfaction included recognition, and responsibility. Herzberg refers to these factors as “motivation factors”. These are related to the job itself and the results that the performance of the job causes. The factors found affecting job dissatisfaction included salary, company policies, technical competence, interpersonal relations and working conditions. These factors, which Herzberg calls “hygiene factors”, are related to the environment of the job. Herzberg used a semi-structured interview with a sample of accountants and engineers to arrive at his findings.

In the interview the respondents were first asked to recall a time when they had felt exceptionally good about their jobs. The respondents were then interrogated further to determine the causes of their satisfaction and the events that caused return to normal feeling of satisfaction. The same type of technique was used to determine the major causes of dissatisfaction with their jobs. Herzberg and others have replicated the original study and obtained results which provided additional validation of the Motivation-Hygiene Theory.

Generally speaking, Herzberg dual-factor theory helps managers to be aware that to motivate workers, they must recognize the non-monetary factors (intrinsic motivation) which make workers to put in their best. Non-monetary incentives such as challenging work, responsibility, advancement, independence can be achieved through job enrichment. Also, managers know that the hygiene factors (extrinsic factor) must be properly managed to prevent dissatisfaction at work.

However, the theory has been criticized by many scholars such as Dunnette, Campbell and Haliel (1967) who said that Herzberg's dissatisfiers were not related to job satisfaction. They found that some given factors can lead to satisfaction for some people and dissatisfaction for others; and that he failed to take individual differences into cognizance.

### **Research method**

The questionnaire used in this study was based on Herzberg's theory of job satisfaction. The questionnaire was administered on 500 political marketers

and managers (i.e. political campaign directors, party candidates, officials and supporters) in Nigeria's 2011 general elections. The general elections adjudged by local and international election monitors and observers as the most credible and transparent in the history of elections in Nigeria.

The names were selected randomly from the 63 registered political parties in Nigeria and their candidates.

Responses were received from 315 political marketers, or approximately 63% of the original sample. Thirty seven copies of the questionnaire were rejected because they lacked substantial information. This left 278 (approximately 55%) usable questionnaires. The questionnaire dealt directly with Herzberg's theory. The questions on the questionnaire bordered on hygiene factors versus motivators, and the overall level of job satisfaction.

Five statistical analyses were conducted on the response.

### **Results**

In order to determine what factors influence job satisfaction, a correlation analysis was performed between the motivating and hygiene factors and the dependent variable, job satisfaction. The correlation factors for job satisfaction appear on Table 1 below. The higher the correlation factors, the greater the relationship between the independent variables and the dependent variables. For example, when considering "How much job satisfaction is present now?" in Table 1, recognition is more closely related to job satisfaction than the other motivating factors.

The results of the correlation analysis indicate that out of the five factors having the highest correlation to job satisfaction, two are classified as motivating and three as hygiene factors. These results appear to be at variance with Herzberg's theory that motivators relate more strongly to job satisfaction than hygiene factors.

### **Deficiencies in factors affecting job satisfaction**

The deficiencies in the factors affecting job satisfaction of political marketers responding to this study were obtained by subtracting the answer to part A of the question (i.e. How much of the present characteristic is now connected with your position?) from part B of the question (i.e. How much of the present characteristic do you think should be connected with your position?) Table 2 below shows the deficiencies of nine factors of Herzberg's theory of job satisfaction.

A close examination will reveal that overall the hygiene factors have the greatest values of deficiencies.

### **Statement and test of hypotheses**

Using only the deficiencies, it is difficult to accurately predict whether the motivating factors mainly affect job satisfaction and the hygiene factors mainly affect job dissatisfaction. The deficiencies presented for the entire sample, and a distinction cannot be made as to which factors affect job satisfaction or dissatisfaction. To determine how the factors affect job satisfaction or dissatisfaction, two additional analyses were made. From the total sample size, two groups were segregated. One group is the highly satisfied individuals. This group was defined, for the purpose of this study, as those responding with a seven on the scale for overall satisfaction.

The other group was made up of respondents that are dissatisfied with their jobs. This group was defined as those responding with a one, two, three, or four for overall satisfaction.

Motivations are mainly unipolar; that is they contribute very little to job dissatisfaction. Conversely, the dissatisfiers (company policy and administration, supervision, interpersonal relations, working conditions, and salary) – hygiene factors contribute very little to job satisfaction.

In order to test Herzberg's theory, the following hypotheses were tested:

1. For the highly satisfied group, the deficiencies for the motivating factors should be significantly smaller than the deficiencies of the total sample, while the deficiencies for the hygiene factors should not differ significantly.
2. For the highly dissatisfied group, the deficiencies for the hygiene factors should be significantly greater than the deficiencies for the total sample while the motivating factors should not differ to any significant degree.

The results of the two samples of highly satisfied and dissatisfied respondents disagree with their respective hypothesis. The results are shown in Table 3. In analyzing the results of the highly satisfied respondents, the mean deficiencies of the motivating factors were substantially smaller than for the total sample. This agrees with Herzberg's theory because the motivating factors are the major factors affecting job satisfaction. But the mean deficiencies of the hygiene factors were also smaller. This disagrees with the theory of job satisfaction proposed by Herzberg. From Herzberg's

theory, if job satisfaction increases, the mean deficiencies for the motivating factors should be smaller, which they were; but the deficiencies for the hygiene factors should not be significantly smaller because they have little effect on the satisfaction of the respondents. Since the mean deficiencies of the hygiene factors are smaller when satisfaction increases, it must be concluded that they have an effect on the satisfaction of the respondents.

The results of the highly dissatisfied sample also appear in Table 3. These show that both the deficiencies of the hygiene and motivating factors change from the total sample. As hypothesized above, the deficiencies of the hygiene factors should be significantly greater than for the total sample. This is found to be true. The motivating deficiencies should not differ significantly because they should not have significant effect on the dissatisfaction of the respondents. However, the deficiencies of the of the motivating factors are significantly greater than the total sample. Therefore, it must be concluded that hygiene factors are not the only significant determinants of dissatisfaction.

### **Limitation of the study**

The use of a questionnaire, the working of the questions, the methods of administration and presentation may have caused an unknown bias in this study. However, the purpose of this study was not to provide conclusive proof that Herzberg's theory is invalid. The purpose was to illustrate that different results when:

- (i) a different testing technique is employed, and
- (ii) there is an attempt to measure overall job satisfaction and correlate the different job factors with this measurement. This appears to have been demonstrated.

### **Conclusion and implication of the study**

Herzberg's theory states that motivating factors relate to job satisfaction and hygiene factors relate to job dissatisfaction. The results of this study, and others, indicate that Herzberg's theory may be questionable. The findings indicate that the respondents received job satisfaction and job dissatisfaction from both the motivating and the hygiene factors.

Previous studies of the job satisfaction of political marketers were conducted utilizing Maslow's theory of job satisfaction. It has been suggested that Herzberg's motivation. Hygiene theory may provide more meaningful results in determining job satisfaction and the causes thereof. The results of this



study indicate that the motivation – Hygiene Theory may not always be valid. Thus, this study tends support to the use of Maslow's theory in previous studies of job satisfaction of marketers, managers, and other professional groups.

However, there is no gainsaying that the two factor theory is useful to the extent that it helps managers to be aware that to motivate workers, they must recognize the non-monetary factors (intrinsic motivation) which make workers to put in their best.

Again, the interface between Herzberg's motivational theory and the model of political marketing indicate that political parties could offer service content and context. In the service context, party members and supporters expect to find hygiene factors (extrinsic factors) such as political promises, status, service security, working conditions, party policy, peer relations, etc. These factors do not motivate party members to remain loyal and committed but their absence can cause dissatisfaction to party members. What actually motivates the party members is found in their service content such as quality of party leadership, profile of office seekers, recognition, responsibility, and election-winning possibilities. This discovery can help us to create a model that is capable of improving political marketing practices among the upcoming democracies.

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**Table 1: Job satisfaction**

<b>FACTORS</b>	<b>A</b> How much is present now? <b>Correlation Ranking</b>		<b>B</b> How much should there be? <b>Correlation Ranking</b>	
<b>MOTIVATORS:</b>				
Recognition	.622*	1	.403*	1
Achievement	.590*	2	.276*	5
Work itself/Leadership	.463*	6	.347*	2
Opportunity for advancement	.422*	8	.195*	8
Responsibility	.391*	10	.030*	9
<b>HYGIENE:</b>				
Salary/Political promises	.555*	4	.212*	6
Party policy/status	.587*	3	.284*	4
Interpersonal relations	.444*	7	.206*	7
Working conditions/security	.481*	5	.347*	3
Technical competence	.417*	9		

\*P=005.

**Table 2: Mean deficiencies in factors of job satisfaction**

<b>FACTORS</b>	<b>DEFICIENCIES</b>	<b>RANKING</b>
<b>MOTIVATORS:</b>		
Recognition	.596	6
Achievement	.556	8
Work itself/leadership	.584	7
Opportunity for advancement	.814	3
Responsibility	.252	9
<b>HYGIENE:*</b>		
Salary	.826	2
Party policy	1.146	1
Interpersonal relations	.730	5
Working condition/security	.747	4

\*Technical competence is not included in the Hygiene factors because question B which determined the deficiencies, was not asked for this particular factor.

**Table 3: Deficiencies in satisfied and dissatisfied respondents**

<b>FACTORS</b>	Satisfied Deficiency – change* n = 31	Respondents	Dissatisfied Deficiency change** n = 50	Respondents
<b>MOTIVATORS:</b>				
Recognition	.36	-.23	1.19	+.60
Achievement	.16	-.39	1.12	+.57
Work Itself/leadership	.30	-.28	.96	+.38
Opportunity for Advancement	.38	-.43	1.61	+.80
Responsibility	.14	-.11	.51	+.26
<b>HYGIENE:</b>				
Salary	.44	-.38	1.42	+.60
Party Policies	.74	-.40	1.96	+.82
Interpersonal relations	.46	-.27	1.29	+.56
Working conditions/security	.50	-.24	.90	+.16

\*change – difference between mean deficiency for total sample, Table 2, and deficiencies for the satisfied group

\*\*change – the difference between mean deficiency for total sample, Table 2, and deficiencies for the dissatisfied group