



Herzberg Motivation – Hygiene Factors and Job Satisfaction among the Technical Teachers in Kano State

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ABSTRACT

Technical Education of Kano State has been criticized for not meeting the desired challenges. The state government give less emphasis to Technical Teachers (TTs) due to unavailable findings that can guide its implementation. Hence, this study was designed and developed to determine the relationship between motivation-hygiene factors and job satisfaction of TTs in Kano State Technical Colleges. In addition, the study aimed to determine the order of importance of specific motivation and hygiene factors of TTs in the State Technical Colleges. Findings indicate the significant relationship between motivation-hygiene factors and job satisfaction. Also, a significant relationship exists between the job satisfaction of young and old TTs in Kano Technical Colleges. The most preferred motivation factors are an opportunity for in-service training and development, challenges in teaching technical subjects and promotion to the next grade level. The most preferred hygiene factors attractive salary, good working conditions and job security. It is recommended that government should sponsor TTs for in-service training, professional conferences and give professional allowances to TTs registered with the Teachers Registration Council of Nigeria (TRCN) and the Technology Education Practitioners Association of Nigeria (TEPAN). In addition, the government should review upwards the working conditions of TTs and increase their salary with an index equal to the rate of inflation of the year.

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INTRODUCTION

Satisfaction of technical teachers is an important dimension of motivational process which reflects the degree to which individual perceive that their needs and wants are being met. The attitude that technical teachers hold toward various aspects of their job, work environment their own personalities and the influence of the larger social environment contributes to their degree of satisfaction. Satisfaction of technical teachers to their work is necessary for effective teaching. This is in-turn essential for best academic performance of students in technical colleges (Lawler, 1973). Uyanga (1991) made a study on teachers' commitment to duties in Kaduna State. The study found that a greater percentage of teachers including technical teachers in the state where poorly motivated and so enjoyed little or no satisfaction which in turn reduced their commitment to duties and resulted to absenteeism in classrooms or technical teachers poor teaching made the external examination.

According to Herzberg (1966), technical teachers have two types of needs that are independent of each other and affect their behavior in many ways. These are motivation factors which are concerned with work environment – job context. This is called Herzberg's motivation-Hygiene theory. Herzberg stressed that when technical teachers were satisfied or felt happy about their work, it had to do with the job itself, when they felt unhappy or dissatisfied with their work, and they were concerned about the environment in which they worked.

The motivation factors are challenging work, achievement, recognition for accomplishment, increased responsibility, opportunity for growth and development. The hygiene factors are policies and administration, money, job status, job security, working conditions and interpersonal relationship (Apantaku & Apantaku, 2000).

The motivation factors tend to affect technical teachers attitudes to work and



satisfaction only in a positive direction. Their absence does not necessarily result in job dissatisfaction. They are satisfiers when present but not dissatisfiers when absent. The absence of hygiene factors causes job dissatisfaction but when present do not necessarily lead to job satisfaction (Hersey & Blanchard, 1993; French, 1982; Carver and Sengivanni, 1969).

Attractive salaries and conditions of work are naturally important in ensuring a motivated workforce but are not the important determinants of job motivation. The ability to be creative, to feel useful and to achieve recognition through what is done tend to be ranked higher than monetary rewards. Common reasons for workers dissatisfaction include management practice of top-level managers, their administration and supervision methods and government policies. However, dissatisfaction does not necessarily mean poor performance. In western developed countries low but positive relationship exists between satisfaction and performance. A curvilinear relationship exists between personnel factors and job satisfaction. There was high satisfaction among young and old workers, low satisfaction among middle aged workers (Lawler, 1973).

Many research studies have been conducted in industrial technology education in Nigeria, particularly Kano State (Idris, 2006; Ezugu, 2004; Osuagu, 2006; Apagu, 1997). These studies have produced many technological and educational innovations. In spite of these efforts, Kano has not been self-sufficient in industrial technology education. This is evident in the shortage of technical manpower and importation of technical personnel in the state. This trend may not be unconnected with ineffective teaching in technical colleges in the state among other causes, which in turn might have been a result of job dissatisfaction of technical teachers. The focus of the paper is to determine the relationship between motivation hygiene factors and job satisfaction, specific motivation factors and specific hygiene factors of technical teachers in Kano State technical teacher colleges.

Statement of the Problem

If the technical teachers in Kano have no motivation, hygiene and job satisfaction, they may not go to teach but rather sit in the staffrooms discussing irrelevant issues or they go to the classrooms without doing their best work. They may not prepare their lessons properly and may beat their students at the slightest provocation. As

a result, students may fail their examination due to lack of poor teaching. Consequently, students will lack the skills required of them at their level and will affect the technological development in the state. Poor teaching and lack of skill acquisition are the problems of the study.

Purpose of the Study

The purpose of the study is to investigate the Herzberg Motivation Hygiene factor and job satisfaction among the technical teachers in Kano State. Specifically, the study intends to:

1. determine the most preferred motivation factors the technical teachers in Kano State
2. determine the most important hygiene factors among the technical teachers in Kano State
3. find out if significant difference exists between motivation factors and job satisfaction among technical teachers in Kano State
4. establish if significant difference exists between hygiene factors and satisfaction among technical teachers in Kano
5. find out if there is significant difference between female technical teachers and male technical teachers on job satisfaction in Kano State
6. establish if significant difference exists between young technical teachers and old technical teachers on job satisfaction in Kano State

Research Questions

1. Which motivation factors are the most preferable among technical teachers in Kano State?
2. Which hygiene factors the most important among the technical teachers in Kano State?

Hypotheses

The study tested the following hypotheses at 0.05 level of significance

- H₀₁: There is no significant difference between the mean response of technical teachers on motivation factors and job satisfaction in Kano State?
- H₀₂: There is no significant difference between the mean response of technical teachers on hygiene factors and job satisfaction in Kano State?
- H₀₃: There is no significant difference between the mean response of female technical teachers and male technical teachers on job satisfaction in Kano State?



H₀₄: There is no significant difference between the mean response of young technical teachers and old technical teachers on job satisfaction in Kano State?

METHODOLOGY

The questionnaire tagged "Motivation and Job Satisfaction Scale Questionnaire (MJSSQ)" was developed by the researcher. The questionnaire was not distributed until it was proved valid by the research experts in the Department of Technology Education, Federal University of Technology, Yola, thereby ensuring face validity of the instrument. Pilot test was conducted among TTs of Technical Colleges, Yola. Cronbach Alpha was used for testing the reliability of the instrument. The inter-item correlation coefficient obtained was 0.92. Then, the instruments were distributed personally by the researcher to 68 TTs in four technical colleges of Kano State. Out of 68 questionnaires, 64 were returned and used for the study. The returned rate of the questionnaire was 94.12%. Five-point rating

scale was used. Ranking means, standard deviation and t-test for independent sample were used for data analysis. The decision rule of the study with respect to the research questions is that any factor with highest number of scores is regarded as the most preferred hygiene or motivation factor. The decision rule with respect to hypotheses is that when a calculated value of *t* is less than or equal to critical value of *t* at 0.05 level of significance, the null hypothesis is retained otherwise the null hypothesis is rejected.

RESULTS AND DISCUSSION

The data were presented and analysed according to the research questions and hypothesis that were used to guide the study as follows:

Research Question 1:

Which motivation factor is the most preferable among the TTs in Kano State? The data that provided the answer to this question were analysed and presented in Table 1.

Table 1: Ranking of TTs on Specific Motivation Factors

S/N	Items	Score	Rank
1.	Opportunity for in-service training and development	256	1 st
2.	Challenges in teaching technical subjects	252	2 nd
3.	Promotion to the next grade level and development	250	3 rd
4.	Giving the TTs the responsibilities they desire by principal and others in authority technical colleges	226	4 th
5.	Achievements in the field of technology education	222	5 th
6.	Recognition for accomplishment by government and general public	196	6 th

Table 1 shows that opportunity for in-service training and development with a score of 256 is the most important motivation factor to the TTs in Kano State, others in order of importance are challenges in teaching technical subjects with a score of 252, promotion to the next grade level and development with a score of 250, giving the TTs the responsibilities they desires by principal and others in authority technical colleges with a score of 226, achievements in the field of technology education with a score of 222 and recognition for accomplishment by government and general public with a score of 196.

The TTs in Kano State want the opportunity to learn more, update their knowledge and develop their teaching skills. They equally want the work they do to be challenging. In addition, TTs want to be

promoted to the next grade level and grow in their career as long as annual performance evaluation is satisfactory.

Research Question 2:

Which hygiene factors the most important among the technical teachers in Kano State?

The data that provided the answer to this question were analysed and presented in Table 2.



Table 2: Ranking of TTs Specific Hygiene Factors

S/N	Items	Score	Rank
1.	Attractive salary for teaching technical subjects	236	1 st
2.	Good working conditions for TTs	232	2 nd
3.	Job security in government work	226	3 rd
4.	Good interpersonal relationship between TTs and supervisor	222	4 th
5.	Progressive policies in technical education	220	5 th
6.	High quality educational administration	200	6 th

Table 2 shows that attractive salary for teaching technical subjects with a score of 236 is the most preferred hygiene factor. Others in order of importance are good working conditions for TTs with a score of 232; job security in government work with a score of 226; good interpersonal relationship between TTs and supervisor with a score of 222; progressive policies in technical education with a score of 220 and high-quality educational administration with a score of 200.

The above statements indicates that TTs want good pay that is commensurate with their professional work. They need comfortable

offices, stationary and modern workshop equipment. They want easy access to vehicles to simplify their transportation. They need assurance that they will continue in their job until retirement.

Hypothesis 1:

There is no significant difference between the mean response of technical teachers on motivation factors and job satisfaction in Kano State?

The data that provided answer to this hypothesis were analysed and presented in Table 3.

Table 3: t-test Analysis of the Differences in the Mean Responses of TTs on Motivation Factors and Job Satisfaction in Kano State

TTs	N	\bar{x}	SD	LS	df	t-cal	t-crit
Motivation factors	64	2.29	1.32	0.05	126	1.05	1.65
Job Satisfaction	64	2.51	1.09				

From the analysis on Table 3, the calculated value (t-cal) of 1.05 is less than the critical value (t-crit) of 1.65 at 0.05 level of significance. It means that the null hypothesis is retained and accepted that there is no significant difference between the mean response of technical teachers on motivation factors and job satisfaction in Kano State.

The possible explanation for this is motivation factors are very important factors for ensuring job satisfaction of TTs in Kano State. The factors include recognition for accomplishment by government and general public, giving TTs deserved responsibilities, achievements in the field of technology education, challenges in teaching technical subjects, opportunity for in-service training and development, promotion to the next grade level and development and in-service training. According to Lawler (1973), the most important determinants of job motivation are: ability to be

creative, to feel useful and to achieve recognition through what is done tend to be ranked higher than monetary rewards. Common reasons for workers dissatisfaction include management practices of top-level managers, their administration and supervision methods and government policies.

Hypothesis 2:

There is no significant difference between the mean response of technical teachers on hygiene factors and job satisfaction in Kano State

The data that provided answer to this hypothesis were analysed and presented in Table 4.



Table 4: t-test Analysis of the Differences in the Mean Responses of TTs on Hygiene Factors and Job Satisfaction in Kano State

TTs	N	\bar{x}	SD	LS	df	t-cal	t-crit
Hygiene factors	64	2.44	1.16	0.05	126	1.51	1.65
Job Satisfaction	64	2.51	1.09				

From the analysis on Table 4, the calculated value (t-cal) of 1.05 is less than the critical value (t-crit) of 1.65 at 0.05 level of significance. It means that the null hypothesis is retained and accepted that there is no significant difference between the mean response of technical teachers on hygiene factors and job satisfaction in Kano State.

The possible explanation for this is motivation factors are very important factors for ensuring job satisfaction of TTs in Kano State. The factors include attractive salary for teaching technical subjects. Others in order of importance are good working conditions; job security in government work; good

interpersonal relationship between TTs and supervisor; progressive policies in technical education and high-quality educational administration. According to Sagiovanni (1969), the absence of hygiene factors caused job dissatisfaction, even though their presence may not necessarily lead to satisfaction.

Hypothesis 3:

There is no significant difference between the mean response of males and female technical teachers and male technical teachers on job satisfaction in Kano State. The data that provided answer to this hypothesis were analysed and presented in Table 5.

Table 5: t-test Analysis of the Differences in the Mean Responses of female technical teachers and male technical teachers on job satisfaction in Kano State

TTs	N	\bar{x}	SD	LS	df	t-cal	t-crit
Male	62	2.48	1.34	0.05	62	0.03	1.67
Female	2	2.55	3				

From the analysis on Table 5, the calculated value (t-cal) of 0.03 is less than the critical value (t-crit) of 1.67 at 0.05 level of significance. It means that the null hypothesis is retained and accepted that there is no significant difference between the mean response of female technical teachers and male technical teachers on job satisfaction in Kano State.

The possible explanation for this is that both the female and male TTs want to have

more satisfaction of their job through improvement of their hygiene and motivation factor.

Hypothesis 4:

There is no significant difference between the mean response of young technical teachers and old technical teachers on job satisfaction in Kano State. The data that provided answer to this hypothesis were analysed and presented in Table 6.

Table 6: t-test Analysis of the Differences in the Mean Responses of young technical teachers and old technical teachers on job satisfaction in Kano State

TTs	N	\bar{x}	SD	LS	df	t-cal	t-crit
Male	20	2.50	1.54	0.05	62	0.05	1.67
Female	44	2.52	1.33				

From the analysis on Table 6, the calculated value (t-cal) of 0.05 is less than the critical value (t-crit) of 1.67 at 0.05 level of significance. It means that the null hypothesis is retained and accepted that there is no

The study found that there is low job satisfaction among young and old TTs in Kano

significant difference between the mean response of young technical teachers and old technical teachers on job satisfaction in Kano State.

State as by their mean responses above. This finding is not in congruence with Lawler (1973)



who stated that there is high satisfaction among young and old workers.

CONCLUSION AND RECOMMENDATIONS

It could be concluded based on the results that motivation and hygiene factors affect job satisfaction of TTs in Kano state. The opportunity for in-service training and development, challenges in teaching subjects and promotion to next grade level and development are the most important motivation factors needed by the TTs in Kano State. Attractive salary for teaching technical subjects, good working conditions of TTs and job security in government work are considered as the most important hygiene factors. The level of TTs motivation factors, hygiene factors and job satisfaction are generally low from their mean responses.

The following recommendation are made based on the above conclusion:

1. Kano state government should increase the salaries of TTs. The increment should

be annual with an index equal to the rate of inflation of the year.

2. The government should review upwards the working conditions of TTs each as the provision of current and relevant textbooks, good classrooms, offices and house accommodation. Practical tools and machineries should be readily provided including electric power supply.
3. Guidelines of promotion should be clearly stated and strictly adhered. No TTs should spend more than three years before being promoted to the next grade level as long as the annual performance evaluation is satisfactory.
4. Technical teachers should be sponsored for in-service training and refresher course such as seminar, workshop, short courses and professional conferences.
5. Professional allowance should be given to teachers registered with the Teacher Registration Council of Nigeria (TRCN) and National Association of Teacher Technology (NATT).

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