



USING HERZBERG'S TWO FACTOR THEORY TO DEVELOP A CONSTRUCT VALIDITY FOR MOTIVATION OF EMPLOYEES IN UGANDA'S NATIONAL AGRICULTURAL RESEARCH ORGANISATION (NARO): A PRELIMINARY ANALYSIS

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Abstract

This paper attempts to explore how Herzberg's two factor theory can be used to validate what motivates employees in an agricultural research organization within the context of a developing country; Uganda. This is a preliminary analysis; based on the existing literature and information before the empirical findings are concluded. Agricultural Research Institutions, by their nature, present a unique context whose attempt to adopt traditional approaches or theories may post different results altogether. Our variables are constructs contained in Herzberg's theory and their variances, mean values, correlations, and factor analysis will be measured to validate the theory. We have conceived employee motivation as the dependent variable while hygiene and motivational factors constitute the independent variables. Employee characteristics will be tested as a moderator variable. A detailed methodological stance that the empirical study will adopt is presented.

KEY WORDS: Motivation of employees, Herzberg's two factor theory, construct validity, agricultural research, Uganda.

1. Introduction

Agricultural Research Institutions, by their nature, present a unique context whose attempt to adopt traditional approaches or theories of management may post different results altogether. Moreover, studies in Uganda on motivation of employee have mainly focused on areas of health, public service and education. The studies on education have focused on job satisfaction of university academia, secondary school teachers and staff in tertiary institutions (Namuddu, 2008; Odubuker, 2014; Oywak, 2002; Ssesanga & Garrett, 2005). Ssesanga and Garrett (2005) investigated job satisfaction among the University academics in Uganda and indicated in accordance with Herzberg's two factor theory, that interpersonal relationship, tenure, promotion and workplace influenced the context of job satisfaction. Hygiene factors such as reward, remuneration, however, were found not to be mutually exclusive and also affected the satisfaction continuum. Studies on motivation have discouraged generalization of findings as applicable in all situations and instead recommended for specific motivational studies (Alharji & Yusoff, 2011; Bassy, 2002; Bjorklund, 2001; Kuvaas, 2009; Malik & Naeem, 2012; Quartey & Attiogbe, 2013). We undertake a preliminary analysis of the relevance of Herzberg's two factor theory in the context of an agricultural research institute.

The history of management and motivation is interrelated and extends many centuries in the past. Motivation theories have emerged, aimed to illustrate the relationships among human behaviors, performance, job satisfaction and motivation. Among these theories are Maslow's needs theory and Herzberg two-factor theory of motivation. Maslow identified five levels of basic needs. These needs are hierarchically arranged; one need rests on the prior satisfaction of the previous, a more pre-potent need (Simons, Irwin, & Drinnien, 1987).

Underlying factors of motivation in agricultural research setting in Uganda has not been analyzed. Given, however, that Uganda's economy is agricultural based, it is important that these theories of motivation be validated in an agricultural environment. The proposed study seeks to close this gap by validating Herzberg's theory of motivation on research staff of NARO in Uganda. This paper is a theoretical exploration of literature and methodology for an empirical study intended to develop construct validity for motivation of employees in National Agricultural Research Organization of Uganda (NARO), using the Herzberg's theory. The empirical study will identify specific motivational factors that will be incorporated into the human resource practices of the organization which in turn would, assuming other factors are constant, enhance the staffs' capacity to deliver on NARO objectives.

2. The Context and Problem statement

NARO's mission is to generate and disseminate appropriate, safe and cost effective technologies through its various national and zonal based Agricultural Research Institutes (NARS Act, 2005). NARO as a public institution, charged with agricultural research in Uganda, should have motivated staff to enable improved work performance, efficient generation of technologies and achievement of its goals embedded in the national aspirations of economic growth, food security and poverty eradication. NARO has 15 research institutes categorized as either a National Agricultural Research Institute (NARI) and Zonal Agricultural Research and Development Institute (ZARDIs); and a NARO Secretariat. The strength of NARO is built on, among others, availability of technical agricultural expertise. Herzberg's two-factor theory for motivation, a widely renowned practical approach towards motivating employees, has been identified as appropriate construct validity for the study. NARO research staffs have various categories of employees that include researchers,