

Abstract

This investigation highlighted analyses of the empirical findings from a case study in an academic workplace. The evidence-based data on job related extrinsic facets or Herzberg's hygiene factors were elicited specifically on school policy and administration, salary, job security, work condition, status/position and relationship with superiors from a scientifically computed sample size of 94 faculty members. These qualified respondents were selected through stratified random sampling by proportional allocation. The findings of the study revealed the following: the teacher respondents were not dissatisfied with the hygiene factors on status, work conditions and relationship with superiors while they were dissatisfied with the factors on school policy and administration, salary and job security. The empirical findings on the hygiene factors were interconnected with Maslow's lower order needs however, there were some indices within the hygiene factors of status, work conditions, relationship with superiors, school policy and administration that were motivators linked with the higher order needs of Maslow. An executive development program was accentuated in this study to address the causes of dissatisfaction and illuminate insights into aspects to which managers can improve the motivation and satisfaction of their employees.