Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review

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Abstract

Turnover rate of the employee remains one of the most frustrating and persistent issues faced by the organization and company over the decades. The turnover rate of employees increased in the past few years in every field. The effectiveness for the companies to investigate of studies on decreasing the turnover intentions of the employees are therefore the particular interest to investigate. Thus, we argue that is necessarily to have a comprehensive review in exploring the influences of Herzberg's theory on the turnover intentions on employees. We present a systematic review of empirical studies to investigate the relationship between the Herzberg's theory and employees' turnover intentions as it will help us in reaching more explicit and comprehensive understanding on the theory. Due to the cultural difference between Western and Asian countries, we elaborate on the potential influences on the Herzberg's theory to the turnover intentions. The contributions of this paper are to expose the diversity of understandings on the motivating and hygiene factors in Herzberg's theory and to provide a conceptual mapping for the planning of the further research.

Keywords: Expatriation, Work Family Issues, Conservation of Resources Theory, Personality, Cultural Distance, Person Environment Fit

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INTRODUCTION

Turnover rate of the employee remains one of the most frustrating and persistent issues faced by the organization and company over the decades (O'Connell, 2010). It has various negative impact on organizational performance and cost. In the perspective of the cost of the organization, cost of employee turnover is expensive as organization required to pay direct cost whenever an employee leaves and additional cost of training and recruitment for new hires also will occur due to the turnover. According studies, such as SHRM, for general, it predicted it will cost 6 to 9 months' salary on average for each time a business or organization replaced a salaried employee. For example, a manager with ability to make \$40000 a year, it will cost the company for \$20000 to \$30000 for the recruiting and training expenses (Merhar, 2016). It also finds that for employer in U.S., they will pay for the turnover cost in amount of \$600 billion in 2018. For the coming 2019, the cost of the turnover expected will continue growing and the companies projected that the annual cost will rise to \$680 billion by the year of 2020 (Tarallo, 2018).

Apart from leading the increase in the cost for hiring and training, the employee turnover impacts the productivity of an organization and morale in a team and colleagues in a company. According to Hamel (2014), high employee turnover rate delays the projected works and hurting the total productivity of a project. As an employee with experience and knowledge in certain position quit the works, it causes a slowing in the scheduled tasks as it takes time to replace someone with intimate experience with new workers and the new comers need a

certain time to learn and follow up the procedure and experience. In the view of Zheng (2015), the feelings of job insecurity occurs in the remaining employees in an organization whenever there are workers being laid off or resign by own volition and the remaining workers also have to take on extra task and duties when someone leave. This situation creates a low morale in the group of employees, and they will tend to perform lower and less enthusiastic.

People and employee are the most valuable assets for an organization and company. The high turnover rate happens due to lots of different reasons and it might be from personal, environmental, or even the company. These factors that cause the employees to leave the organization can be categorize into two factors which are the push and pull factors. A large body of theoretical and empirical literature determines the different factors / causes that may lead to the turnover of the employees. However, people can also leave organizations without any one specific reason (Ongori, 2007). The turnover rate in this modern time encourage organization and companies to update their employee retention strategies. In this changing environment and market, the human resource professional should become a strategic partner, an employee sponsor or advocate, and a change mentor to retain best people within the organization and to reduce turnover (Nanayakkara & Dayarathna, 2016)

This paper discusses the motivators and hygiene factors in Herzberg's two theory factors, and how these factors directly or indirectly affect the employee turnover intentions. There are two purposes of this paper. First to elaborate the concept of employee turnover intentions and second to review the literature in employee

turnover as it relates to Herzberg's two-factor theory. The review explores the themes and methods which are utilized to existing employee turnover intentions and how future researchers can expand this important research area. The findings of the current research can be applied to many professions and industries since the issue of turnover intentions exists everywhere.

The current study has carried out a systematic literature review of studies that relates factors within Herzberg's two factor theory with turnover intentions/actual turnover. This finding will be providing a descriptive and conceptual overview of the turnover intention and Herzberg's Two Factors Theory literature, which we will discuss later on the two factors in the Herzberg's theory and how these two theories help in employee retention. Finally, we will emphasize the importance and limitations of our efforts.

METHODOLOGY

The studies reviewed and conceptual analysis consist of four phases: First, there is establishment of database that contains a far-reaching structural pursuit to distinguish and extract all applicable texts related to employee turnover intention and Herzberg's two factors theory as available in peer-review academic journals. Second, in the iterative process between hypothetical inferences and emerging topics, a template was created to break down and analyse articles. Third step was to extract descriptive and qualitative data from the previous template created. Finally, the results were deciphered, interpreted and inferences were drawn.

Development of Database

The initial steps include identifying relevant studies. In order to collect previously published research from the earliest publication dates to May 2019 in the reviewed academic journals, we have included different online databases. A Boolean search on these, combining one of several "turnover intentions - terms" with one of several "Herzberg's theory-terms" in the title, abstract or subject terminology of a peer-reviewed journal, and search all possible combinations repeatedly is conducted. The database of the entire research project is also continuously updated through Google Scholar Alerts to get key terms. Overall, the search produced an initial database of 438 articles.

During the Boolean search, even though turnover intention may be influenced by lots of push and pull factors, however, the keywords used is only related to motivator (e.g. challenging workplace, achievement recognition, responsibilities, opportunities to perform and etc.) and hygiene factors (salary, benefits, work condition, allowances, job status and etc.) as we would like to focus only on the effect of Herzberg's two factor theory.

Finally, out of 438 articles, 30 articles were selected only choosing articles from 2010 onwards and excluded those articles that are not related to the Herzberg's two factors theory.

Development of Template and Content Analysis

After the first step in creating the database by Boolean Search, a content analysis and retrieved information about bibliographic data, research processes, and research content from 30 papers is conducted. A template is developed that allows to extract descriptive data and text from the article. The development of templates is an iterative process. The final template used for the analysis included the following details which are the title, authors, year of publication, research objective, variables (dependent variable, independent variables, mediating variable), population/ sample size (number of respondents), research design (quantitative, qualitative), key finding, limitation and future research.

The reliability and explanatory effectiveness of systematic reviews and results analysis are ensured by the following steps: formal designed template, cross-reference and multi-round coding of structured and systematic solutions. Finally, the reliability and interpretative effectiveness of the method is enhanced through the precise and straightforward revealing of the strategy as exhibited.

EMPLOYEE TURNOVER INTENTION RESEARCH

Based on this chronological development, the systematic review of employee turnover intentions and Herzberg's two-factor theory scholarship is analysed. We had identified the trends over time and extract the key themes from existing employee turnover intentions and Herzberg's two-factor theory literature.

Emerging of Employee Turnover Intention research

The result of the research are shown in Figure 1 as below. These clearly show that the interest in employee turnover intention topics has been very common throughout the timeline. Turnover intentions has been the general and famous topics over the time as the employees are always had the mind-set in the preparedness for change which lead to turnover of employees had becoming more and more common especially when the employee are facing push or pull factors. Therefore, decreasing turnover intentions and increasing the job satisfaction of employees is always the topic of interest by most researcher.

Fig. 1: publications trend over years (2010-18)

As the global market that expected with increasing in the turnover rate, studies and researches towards the relation between the motivation towards the employees and the employee turnover rate increased. In the view of Mitchell, Holtom, Lee, Sablinski, and Erez (2001), motivation for employee in their working environment can act as a predictor for the employee turnover, as the motivational factors and sources proved that it will affect the employees turnover beyond their feelings of satisfaction in job and the commitment from the organization. As the lost and cost of the turnover of employee are high to the company and the organization is hard to perform well in the situation of high turnover rate. This will become an important reason to the market and organization to understand the predictor, the employee working motivation to avoid the incident of employee turnover and minimizing the negative outcome and impact that lead by it. As the Herzberg's Two Factor Theory of Motivation explained its idea that job satisfaction and dissatisfaction is heavily influenced by the hygiene and motivational factor. Since the theory is promoting a clear cut idea, a detailed research and study toward this theory to identify and resolve the employees' turnover is important and useful.

Table 1: Research Related to Turnover Intention and Herzberg's Two Factors Theory

AUTHORS (YEAR)	LOCATIONS	RESEARCH DESIGN	KEY FINDINGS
(RAHMAN, WAHAB, & NADZRI, 2018)	Selangor Malaysia	Quantitative	Intrinsic and extrinsic motivation was positively related to academic staff motivation Intrinsic factors were more strongly related to motivation as compared to extrinsic factors
(HOLSTON-OKAE & MUSHI, 2018)	Western Georgia; Central Mississippi; And North Central Texas	Quantitative	Motivation was not related to turnover intentions. Job satisfaction, job engagement, compensation and work environment positively influence turnover intentions.
(HOLSTON-OKAE & MUSHI, 2018)	Johor Bahru, Malaysia, Manufacturing firm	Quantitative	Compensation and benefits were positively related to turnover intentions No significant relationship was found between recruitment and selection and work-life policies and turnover intentions.
(JUARIYAH & SAKTIAN, 2018)	Employees of Restaurant and Cafe In Malang City, Jakarta	Quantitative	Motivators and Hygiene factors were positive related to job satisfaction Hygiene factors has greater effect on employees' job satisfaction compare to motivators
(AMZAT, DON, FAUZEE, HUSSIN, & RAMAN, 2017)	Malaysia, teachers	Quantitative	Personal growth as Motivators and supervision as Hygiene were positively related to satisfaction of teacher
(NANAYAKKARA & DAYARATHNA, 2016)	Selected Mass Scale Supermarkets In Colombo	Quantitative	Negative relationship between motivation and turnover intentions Hygiene factors more important for turnover intentions
(ARSHAD & PUTEH, 2015)	Ampang, Cheras, Petaling Jaya And Klang In Malaysia	Quantitative	Dissatisfaction with intrinsic motivational factors in supermarket available job alternatives; and work-life balance were related to employee turnover intention.
(KATSIKEA, THEODOSIOU, & MORGAN, 2015)	Small- And Medium-Sized Exporters, United Kingdom	Quantitative	Formalization was positively and centralization was negatively related to role ambiguity and role conflict. Formalization and centralization positively related to export sales management behaviour control system. Role stressors negatively related to job satisfaction, which in turn negatively related to intentions to quit. psychic distance and export sales managers' experience as moderator
(AMANKWAA & ANKU-TSEDE, 2015)	All Branches Of Commercial Banks, Ghana	Quantitative	Transformational leadership negatively related to employee turnover intention
(OZOLINA-OZOLA, 2014)	Latvian Organisations	Mixed Method	HRM practices influences low employee turnover. Lack of scientific research of human resource management impact to employee turnover in Latvian organisations.
(SEMMER, ELFERING, BAILLOD, BERSET, & BEEHR, 2014)	Switzerland	Quantitative	In a three-wave structural equation model, job (dis)satisfaction predicted turnover, while organizational commitment exerted its influence only via its association with job satisfaction. As expected, however, attitudes predicted turnover only for participants with push motivation. Quitting, in turn, predicted an improvement in both satisfaction and commitment, indicating that it paid off for the individual. The necessity to study consequences of turnover and to distinguish between different subgroups of stayers and leavers is emphasized.
(JAVED, BALOUCH, & HASSAN, 2014)	Employees In Bahawalpur, Pakistan	Quantitative	Significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Significant negative relationship between job satisfaction and turnover intention.the findings also demonstrate that there is no significant relation of turnover intention with employee empowerment and job performance.
(NWAGBARA, SMART ORUH, UGORJI, & ENNSRA, 2013)	First Bank Of Nigeria, Nigeria	Quantitative	Communication is integral in managing relationships at work between managers and subordinates Effective communication can create an atmosphere of communication satisfaction that can foster low employee turnover intension .Effective communication is correlative of communicating tasks effectively in organisation
(AROKIASAMY, 2013)	Malaysia	Qualitative	Important for managers to have an understanding of why people would leave the organization and it is equally important to identify those factors that attract people to organizations
(MBAH & IKEMEFUNA, 2012)	Nigeria Plc. In Lagos State	Quantitative	Compensation satisfaction, satisfaction with nature of work and satisfaction with supervisors was related to lower turnover intentions.

(SIDDQUI, SYED, & HASSAN, 2012)	Different Colleges Of Karachi, Pakistan	Quantitative	Six factors affecting turnover rate: 1. Pay, 2. Working conditions, 3. Security, 4. Promotion 5. Recognition, 6. Principal
(DARDAR, JUSOH, & RASLI, 2012)	Libyan Oil Firms, Malaysia	Quantitative	Training was not related to job turnover Job satisfaction and alternative job are positively related to job turnover.
(DARTEY-BAAH & AMOAKO, 2011)	Legon, Accra-Ghana, West Africa	Qualitative	The two-factor theory of motivation explains the factors that employees find satisfying and dissatisfying about their jobs. These factors are the hygiene factors and motivators. The hygiene factors when absent can lead to dissatisfaction in the workplace but when fully catered for in the work environment on their own are not sufficient to satisfy workers whereas the motivators referring to the nature of the job, provide satisfaction and lead to higher motivation.
(PATHAK & TRIPATHI, 2010)	Lucknow, India	Quantitative	Stress, Career Advancement and Work Environment emerged as factors for leaving the companies.
(SUFYAN & MAQSOOD, 2010)	Getz Pharmaceuticals, Barclays Bank PLC, Pakistan And Engro Polymer & Chemicals Ltd, Pakistan	Quantitative	Following factors are important for job switching decision. Push factors (unfair compensation, promotion opportunities, job insecurity, recognition, working condition, work life balance, autonomy, relationship with supervisor and co-worker, job development opportunity and job employee match) Pull factors (designation and title offer from other company, offering company reputation, compensation offered by other company)
(SHAH, FAKHR, AHMAD, & ZAMAN, 2010)	Institute of Information Technology, Pakistan	Quantitative	Personal factors followed by pull factor important predictors of turnover. Push factors are not significantly related. his paper concludes that the most significant factor is
(HO, DOWNE, & LOKE, 2010)	Malaysia	Mixed Method	Quantitative analysis revealed that pull factors are more important while focus group discussion revealed that push factors are important for turnover intention.

The methods employed by the researchers in a research is an important factor that will greatly affects the reliability and accuracy of an outcome. Out of 30 papers that have been studied in this research, there are only 2 papers that done their research with both qualitative and quantitative method, 2 papers done with only qualitative method while the rest done with only quantitative method. Quantitative method is an easier method to be analysed with the results of a survey, and it is good in analysing results based on the number of participants that agrees or disagree on some specific item. However, it is unreliable for qualities that have to be measured based on their strength such as the satisfaction towards certain aspects of a company. Without the correct analysis with the employment of both methods, the outcome of a certain research is considered insufficient.

Relating Herzberg's Two-Factor Theory with Employee Turnover Intention research

Herzberg's two factor theory identify and analyse factors for satisfaction, or the workplace's motivating factors, and the factors for dissatisfaction, or the workplace's demotivating factors of the employees. The analysis focus on most influential factors such as achievement, recognition and etc. For factors for satisfaction, and company policies, supervision and etc. For factors of dissatisfaction that has direct impact on the employee's thought on turnover. Herzberg's theory doesn't only study on a small area of turnover intention, but it covers almost all of the factors that promote or demote the employee's turnover rate. It covers some of the disadvantages of wielding other theories in a similar paper.

Motivators in Herzberg's Two-Factor Theory

Motivation, it can be defined as the act or process of giving someone a reason, encouragement for doing something. Motivation are the result of interaction between the conscious factors and unconscious

factors, such as intensity of personal needs and desire, reward and incentive value for achieving certain goal and expectation by an individual and of her or his peers (Ganta, 2014). Motivation effects on person's intensity, direction, and persistence of their intended behavior, which can lead to great results when done right (McShane & Glinow, 2017). Motivation is an effective and powerful tool to trigger the intention and tendency to continue or starting in doing a task. In order to achieve a certain target or goal, motivation can be described as an act, force and drive to satisfy the needs of personal and reinforce the right behaviour (Bartol & Martin, 1998). In perspective of psychology, motivation is a progress that through the psychological or physiological needs, it stimulates performance, behaviour and productivity of an individual for reaching the objective.

Employees make up an organization and if they do not have organizational reward and commitment, then there is no incentive for them to excel at their jobs (Burton, 2012). As for the motivated employees with issue of dissatisfaction in their job, they are tending to spend less or no effort and contribution in their jobs, produce low quality works and trying to avoid their workplace as much as possible they will choose to exit the organization if given the opportunity. Compare to them, the motivated work force and employees are more creative, and productive and turning out with high quality works and outperform the unmotivated employees. Besides, the motivated work force will be willing to continue staying with the organization. In this situation, rewards and incentives in job such as bonus, paid time off, cash and travel perk are motivating influence and factors designed to motivate and drive the behaviour of the employee to be more productive.

The act of motivation can be identified as an effective tool and instrument for the organization to increase the employees' confidence and inspiring the work force in the company. The factors of dissatisfaction and motivation will directly affect the intention of the employees to turnover in an organization. Therefore, in order to create a successful company in its operation, it is important for the organization to under relationship between the motivational factors and

dissatisfaction and turnover intention and utilizing it to satisfying their employees.

Motivation has been extensively studied and research over the decades by organization for stimulate their employee and achieving the excellent output. There are different kinds of theories which explaining the motivation in employees, which including hierarchy of needs theory, two-factor theory, equity theory and expectancy theory. For the theory of Herzberg of two-factor related with the motivation-hygiene concept, the theory is giving a clear explanation that the process and the progress of the motivation and the motivation can be divided into two major part which are the factor of the Motivators and the Hygiene factors. Besides, this theory also determined and mentioning that potential work factors such as the opportunities for advancement, factors of job security and wages that will made the employees to feel great about their current job and position and existence of which factors will affect the workers to feel bad about their job.

For the factors of the motivation, it can be explained as the factor that strongly related and affected to the job satisfaction. These factors are including the achievement through the job, recognition of the employer towards the workers, the responsibility of the employee for the job position, opportunities in decision making in the organization, challenge in the working place, the opportunities for promotion for the employees in the organization and the opportunities for the personal growth through the job and inside the organization. The factors are heavily influence in the overall job satisfaction of an employee (Skripak, 2016). Intention of the employee to continue to stay within the organization will be low if any of the following motivation factors' achievement are low in an organization, although the retention had been done by the organization towards the work forces, the employee still will choose to leave instead of continuing to serve with the company.

Hygiene factors in Herzberg's Two-Factor Theory

For the hygiene factors in the theory, the theory explained that the hygiene factors are the factors that are not so dominant and strong contributors towards the satisfaction of the worker but the presence of the hygiene factors are important and required to present in order to meet a employees' expectation and prevent them to have the feelings of job dissatisfaction. The hygiene factors included the policy of the organization, the quality of the supervision by the company, the working environment and condition, the employees' relationship with the owner, salary paid and the employee's relationship with their peers. In short, the hygiene factors can be described as the factors that related to the environment that in which it's performed. Although the hygiene factors seem like minor and subordinate factors to be satisfied for the employees to increase their job satisfaction but the factors are extremely fragile, as once the factors are fulfilled and not present as the expectation by the employees, it will cause the level of the job dissatisfaction to increase and forcing the workers and employees to give up on their jobs.

In short, for the Herzberg's Two Factor theory, the hygiene factors are the basic and the main requirement of the employees to maintain the level of the job satisfaction and precluding the intention and feelings of job dissatisfaction. The motivation factors in the theory can be described as the drivers and the stimulants to encourage and arousing the employees to be more productivity and maintaining their good behaviour in the organization and further increasing the job satisfaction. In this competitive market nowadays, application of the Herzberg's Two Factor theory by the organization to motivate their employees seem to be important especially in this changing and challenging market that having a trade war among the U.S and China.

A typology of Employee Turnover Intention perspective and their implications for theory and research

In the view of Nanayakkara and Dayarathna (2016) the study done in the Sri Lanka by using the theory of the Herzberg's Two Factor Theory of Motivation and it shows that the motivation and hygiene factor are important in the working field. For the result of this study, it shows that in the group non-executive level employees in selected super markets in Colombo, Sri Lanka, the motivated employee demonstrates greater effort and creativity in their works, more involved in their task and more productivity than those less intrinsically motivated workers. The study recommends that in order to increase the productivity and the performance of the employees, the organization should demonstrate and balancing in both factors of motivational factors and hygiene factors to avoid the dissatisfaction in job and increase the level of the job satisfaction in the same time.

Another study of Herzberg's Two Factor Theory of Motivation about the job satisfaction been done by the Tan and Waheed (2011). In the research, the study had included the employees from different kinds retail stores in Malaysia and study how the motivational factors of money can, and high salary will affect the job performance and the job satisfaction of the employee. It shows that the salesperson and the employees with sales task and position are having a greater emphasis on the hygiene factors rather than the motivational factors. Although the motivational factors of high paid salary are giving an effect towards the job satisfaction of workers but the workers more emphasis on the working condition, the company policy and the sales target set by the company. Results and recommendation toward this study show that organization should prepare a reward scheme that need to consider with the four motivational factors that emphasis by the employee which are the money and salary paid, the working conditions and environment, recognition by the company and the company policy. As the four factors are important and can be used in helping in improving productivity and job satisfaction of the employees.

Through various and numerous researches and studies, it demonstrates that the Herzberg's Two Factor Theory of Motivation proven to be effective in increasing the performance and the job satisfaction of employee, but the results of the studies remain not consistent from all the findings. For nowadays, in the era where the numbers of turnover rate projected to be increase, there is less relevant and related studies in the market and Malaysia about how the Herzberg's Two Factor Theory of Motivation, the motivational factors and hygiene can be used to affecting the employees' turnover intention to overcome the problem of turnover of the employees and maximizing the employee retention rate.

It is common in many countries that the government's employees are treated in a different way than the employees of private sector. Hence the result of this research might not be able to relate to the private sector. Furthermore, the turnover of the employees from public sector are usually towards the private sector. And after the employees hopping into the private sector, the factors affecting the turnover intention might have a huge difference with that of the public sector. My suggestion is that the paper should be done on both public and private sector. Mainly focus on the turnover intention of the employees of the public sector towards the private sectors and vice versa. In this case, the research is done more specifically, and in such way a more accurate and useful result can be obtained.

Although there is various research has been done in investigating the employees' turnover intention in different industries and countries. Instead of applying theories in the research, lots of research just pick few variables that they assume to be having significant influences towards the turnover intentions. However, most of the variables are able to be categorize in the two factors of Herzberg's Theory. It is important to categorise the variables as the motivators and hygiene factors play different role in influencing the turnover intentions. Therefore, the study in investigating the turnover intentions is recommended to implement the Herzberg's Two Factor Theory in order to obtain the more precise result.

Although various research been done which including the motivational factors and hygiene factors in the Herzberg's Two Factor Theory of Motivation to measure how the factors affecting the job satisfaction, performance of the employee, the studies did not clearly compare either the motivational factors of the hygiene factor is more important in reducing the employees' turnover intentions. Besides, there are limited of studies that using mixed mode in testing the theory especially in Malaysia and only 1 research based on Herzberg's theory done in Johor. Therefore, this study will take place in Johor and focus on the motivational factors and factors of hygiene from Herzberg's theory to investigate how it may affect the employees' turnover intention from Malaysia perspective.

CONCLUSION

After undertaking the task of systematically reviewing the relationship between two broad and controversial structures: Employee turnover intention and Herzberg's two-factor theory. Our motivation is to significantly increase the number of studies linking these two structures in the absence of open conceptualization and theoretical construction. We have provided the results of the review, which is not surprising. The field of development research is decentralized, temporary and highly biased. This research also reveals important details of the various arguments and viewpoints used so that we can achieve our goal of reducing the turnover intention by including the overall concept of Herzberg's two-factor theory: hygiene factors and motivator factors.

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