

Impact of Herzberg's Two-Factor Theory and Its Influence on Employee Retention: A Sectoral Comparative Study in Bangladesh

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Abstract

This study investigates the influence of Herzberg's Two-Factor Theory on employees' retention across four key industries in Bangladesh manufacturing, banking, telecommunications, and services selected for their economic significance and diverse organizational structures. Focusing on full-time employees in non-executive to mid-level positions, the research examines how motivator factors (e.g., achievement, recognition, advancement) and hygiene factors (e.g., pay, job security, working conditions) impact retention decisions. A quantitative research design was adopted, utilizing a structured questionnaire administered to a randomly selected sample of 500 respondents. Descriptive statistics and multiple regression analysis were employed to assess the relationships among variables. The findings reveal that both hygiene and motivator factors significantly influence employees' retention, with job security and recognition emerging as the most impactful predictors. Additionally, sectoral comparisons highlight notable variations in how these factors affect retention, underscoring the need for industry-specific human resource strategies. This study contributes to the literature by contextualizing Herzberg's theory within Bangladesh's evolving employment landscape and offers practical guidance for developing targeted retention policies. Future research could examine the role of leadership style and organizational culture in moderating these relationships.

Keywords: *Employee Satisfaction, Hygiene Factors, Motivation, Working Conditions, Retention Decision*

Introduction

In today's competitive business environment, employee retention is a critical challenge for organizations, as high turnover rates can disrupt operations, increase costs, and impact long-term strategic goals (Dechawatanapaisal, 2018a; Khan, 2020). The issue of retaining skilled employees has garnered significant attention, especially in developing countries like Bangladesh, where the talent pool is limited, and market demands are evolving rapidly (Mohaimen et al., 2023; Anika, 2024; Ray et al., 2023). In this context, understanding the underlying factors that influence employees' retention has become vital for organizational success. Employee retention not only ensures continuity and productivity but also reduces the financial and operational burden associated with hiring and training new employees (Mohammed, 2020; Ghani et al., 2023). One of the most influential theories in understanding employee motivation and retention is Herzberg's Two-Factor Theory, which categorizes job-related factors into *hygiene* factors and *motivators*. The theory posits that certain factors, such as salary, job security, and work environment, help prevent dissatisfaction, while others, like recognition, achievement, and career advancement, actively contribute to job satisfaction (Herzberg, Mausner, & Snyderman, 1959). Hygiene factors, such as salary, company policies, and work environment, help prevent dissatisfaction but do not necessarily increase job satisfaction (Arian et al., 2018; Nagpaul et al., 2022). Conversely, motivator factors, including recognition, achievement, and career growth, are intrinsic to the job and can significantly enhance satisfaction and commitment

(Ali & Anwar, 2021; Wai et al., 2024). The theory suggests that addressing both sets of factors can effectively enhance employee satisfaction and reduce turnover intentions (Robbins & Judge, 2017).

Despite the extensive application of Herzberg's Two-Factor Theory in various organizational contexts, there remains a notable gap in the literature concerning its specific impact on employee retention within the socio-cultural environment (Chowdhury, 2023; Sarker et al., 2024; Serhan et al., 2024). The distinct characteristics of the Bangladeshi labor market such as unique cultural norms, economic conditions, and organizational practices warrant a closer examination of Herzberg's theory in this setting, potentially revealing new insights into its applicability and limitations (Anisul Huq et al., 2014; Rahaman, 2024). The labor market in Bangladesh is undergoing significant changes, with a growing emphasis on employee well-being, work-life balance, and job satisfaction as key determinants of retention (Ahsan et al., 2016; Hussain & Endut, 2018; Gazi et al., 2024). Previous studies have pointed out persistent challenges faced by Bangladeshi employees, including low compensation, limited career advancement opportunities, and poor working conditions, which contribute to higher turnover rates (Darkwa et al., 2015; Masum et al., 2015; Rahman, 2020). The service sector in Bangladesh is expanding rapidly, leading to increased competition for skilled talent and a heightened focus on retention strategies that address both hygiene and motivator factors (Quader, 2024; Andalib, 2024). The relevance of this study lies in the context of Bangladesh's fast-developing industries, especially within the service and manufacturing sectors, where retaining skilled employees has become a critical issue (Ahmed et al., 2023). Despite efforts to enhance job satisfaction, many organizations still experience high turnover rates, often due to inadequate compensation, poor work-life balance, and limited career development options (Rahman, 2020). This ongoing trend suggests a complex interplay of factors affecting retention, underscoring the need for a deeper exploration of intrinsic and extrinsic motivators in the Bangladeshi context (Chowdhury, 2023).

Given the increasing mobility of the Bangladeshi workforce and the challenges in talent retention, this study is both timely and relevant. It seeks to offer a nuanced understanding of the intrinsic and extrinsic factors influencing employees' retention, providing practical insights for organizations to develop more effective human resource strategies (Chew & Chan, 2008). The significance of this research lies in its application of Herzberg's Two-Factor Theory to explore employee retention in a context where cultural and economic factors may shape different priorities compared to Western or developed Asian settings (Thant, 2023; Zheng et al., 2022). While prior research has often focused on compensation, job security, and workplace environment, there is a gap in understanding how intrinsic motivators like recognition and personal growth influence employee retention decision (Jefferson, 2018). By bridging this gap, the study aims to contribute to the literature by providing a comprehensive analysis of the combined impact of hygiene and motivator factors on employee retention, tailored to the unique characteristics of the Bangladeshi labor market. The findings are expected to inform the development of retention strategies that align with the specific needs and preferences of Bangladeshi employees, ultimately enhancing organizational practices and reducing turnover.

Literature Review

The issue of employee retention has become a focal point of interest in human resource management, given its critical impact on organizational stability, productivity, and overall performance (Hom et al., 2017). Employee turnover is particularly problematic for businesses in developing countries, where the talent pool is relatively smaller, and the cost of replacing skilled employees is high (Ambrosius,

2018). This review synthesizes existing literature on factors influencing employee retention, with a particular emphasis on Herzberg's Two-Factor Theory as a framework to understand employees' retention. The review explores the theoretical underpinnings of Herzberg's theory, empirical applications in various contexts, and its specific relevance to Bangladeshi organizations.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959), also known as the Motivation-Hygiene Theory, remains one of the most influential models in organizational psychology for understanding job satisfaction and employee motivation (Hilmi et al., 2016). The theory posits that job satisfaction and dissatisfaction are driven by two distinct sets of factors: motivators and hygiene factors. Motivators are intrinsic aspects of the job, such as recognition, achievement, and career growth opportunities, which lead to higher levels of satisfaction when present (Mardanov, 2021). Hygiene factors, on the other hand, are extrinsic elements like salary, company policies, and working conditions, which do not necessarily motivate but can cause dissatisfaction if absent or inadequate (Amzat et al., 2017). Herzberg's framework has been widely adopted in organizational studies because it provides a clear dichotomy between factors that prevent dissatisfaction and those that enhance satisfaction (Stello, 2011; Alrawahi et al., 2020). However, some scholars have criticized the theory for its oversimplification and limited applicability across different cultural and economic contexts (Bassett-Jones & Lloyd, 2005; Osemeke & Adegboyega, 2017). Despite these critiques, the theory remains a useful tool for understanding employee retention, especially when combined with a contextual analysis of the specific factors affecting job satisfaction in different settings (Tuch, & Hornbæk, 2015).

Employee Retention and Turnover Intentions

Employee retention is defined as an organization's ability to keep its employees and reduce turnover (Das & Baruah, 2013; Singh, 2019). High turnover rates can be costly, both financially and in terms of productivity, as they disrupt workflows and increase the burden of recruiting, hiring, and training new staff (Moon et al., 2023). Turnover intention, which refers to an employee's intent to leave the organization, is considered a strong predictor of actual turnover (Sun & Wang, 2017; Lazzari et al., 2022). The factors influencing turnover intentions have been studied extensively, with key drivers identified as job satisfaction, organizational commitment, and employee engagement (Hom et al., 2017). In the context of Bangladesh, several studies have highlighted the role of organizational practices, cultural values, and economic factors in shaping turnover intentions (Rahaman, 2024; Islam et al., 2024). For instance, rigid hierarchical structures, lack of transparency in promotion policies, and limited opportunities for career advancement have been cited as major reasons for employees' intentions to leave (Lopa, 2023). However, the application of Herzberg's Two-Factor Theory in understanding these factors remains underexplored in the Bangladeshi context, warranting further investigation.

Empirical Applications of Herzberg's Theory

Herzberg's Two-Factor Theory, which identifies hygiene and motivation elements as critical to understanding employee satisfaction, has been widely utilized across various industries to examine factors influencing job satisfaction and motivation (Koncar et al., 2022). Numerous studies have linked hygiene factors (e.g., company policies, supervision, salary, work conditions) and motivators (e.g., recognition, responsibility, personal growth) to both job satisfaction and turnover intentions in diverse work settings (Nagpaul et al., 2022). However, the application of Herzberg's theory often reveals differences between Western and Asian contexts due to cultural variations, making job

satisfaction considerations more complex, especially in cross-country research (Chiat & Panatik, 2019; Andersson, 2017). Despite being developed decades ago, the theory remains relevant for addressing employee retention in modern service and knowledge-based organizations (Ahmad & Azumah, 2012). In healthcare, the theory helps explain employee satisfaction and dissatisfaction through motivators like recognition and growth opportunities, and hygiene factors such as organizational policies and peer relations (Alrawahi et al., 2020). Similarly, the education sector shows support for Herzberg's theory, with findings indicating that academics' job satisfaction is significantly influenced by both motivation and hygiene factors (Singh & Bhattacharjee, 2020). For instance, strong motivational elements, despite low pay, can lead to high teacher retention (Sumipo, 2020), while public sector educators often exhibit greater satisfaction due to better hygiene factors (Amoako et al., 2020). In tourism and hospitality, the theory differentiates between satisfiers (e.g., job rewards) and dissatisfiers (e.g., leadership issues), impacting job satisfaction and turnover intentions (Frankó & Dúll, 2020). Similarly, Herzberg's framework applies to administrative roles, where hygiene factors like salary and city demographics affect satisfaction, while motivators such as decision-making and community influence are critical for retention (Zhang & Cheong, 2011). The impact of the Two-Factor Theory extends to diverse sectors and demographics, including front-line employees and managers, indicating a strong positive relationship between job satisfaction and factors like salary, peer interactions, and recognition (Yousaf, 2020; Uddin et al., 2020; Kang et al., 2021). Generational differences also play a role, with younger employees (Generation Y) prioritizing aspects like development, training, and workplace environment over traditional loyalty (Bevins, 2018; Kudtho et al., 2022). Research consistently shows that a balanced presence of hygiene and motivator factors is necessary to reduce turnover intentions and enhance retention (Holston-Okae & Mushi, 2018; Nanayakkara & Dayarathna, 2016). The relationship between job satisfaction, empowerment, and retention highlights the importance of addressing both types of factors to minimize turnover, as dissatisfaction significantly increases the intention to leave, while satisfaction reduces it (Mardanov, 2020; Nagpaul et al., 2022). Herzberg's theory continues to be validated across different organizational contexts, showing that understanding the interplay of hygiene and motivator factors is essential for developing effective retention strategies.

Cultural and Organizational Context in Bangladesh

Bangladesh presents a unique socio-economic and cultural environment that influences employee attitudes and behaviors differently compared to Western or more developed Asian countries (Abdullah et al., 2011). The collectivist culture in Bangladesh emphasizes loyalty, social harmony, and respect for hierarchy, which can shape employees' expectations from their employers (Rabbani et al., 2024). Consequently, the factors influencing job satisfaction and retention may differ significantly from those identified in other cultural settings. Hassan et al. (2023) examined retention issues in Bangladeshi manufacturing firms and found that job security and fair compensation were primary hygiene factors that influenced employees' retention. In contrast, motivator factors such as opportunities for personal growth and supportive leadership played a critical role in enhancing job satisfaction. These findings suggest that while Herzberg's Two-Factor Theory can be applied, its components need to be contextualized to reflect the local work environment and cultural expectations. A study by Islam et al. (2024) on the service sector in Bangladesh highlighted the importance of intrinsic motivators like recognition and meaningful work, especially among younger employees who are more likely to seek fulfillment beyond financial rewards. This shift in expectations is partly driven by increased exposure to global work practices and changing socio-economic conditions in Bangladesh, underscoring the need for employers to adapt their retention strategies accordingly.

Linking Herzberg's Theory to Employee Retention in Bangladesh

The relationship between Herzberg's Two-Factor Theory and employee retention has been the subject of numerous studies, yet limited research has contextualized this relationship within the socio-economic and cultural framework of Bangladesh. Employee retention refers to an organization's ability to retain its workforce over time, and it has emerged as a critical concern for Bangladeshi employers due to rising turnover rates, especially in rapidly growing sectors such as banking, telecommunications, and manufacturing (Hossain & Mahmood, 2018; Mahmud et al., 2023). Herzberg's theory, which distinguishes between hygiene factors (e.g., pay, job security, working conditions) and motivator factors (e.g., achievement, recognition, and advancement), provides a valuable framework for understanding the drivers of retention in this context. In Bangladesh, where job opportunities are expanding but often lack long-term security or development potential, hygiene factors remain vital to prevent dissatisfaction and reduce attrition, particularly among low- to mid-level employees (Islam et al., 2024; Hilmi et al., 2016). However, for skilled professionals and younger generations, intrinsic motivators such as opportunities for career growth, recognition, and meaningful work are becoming equally important in influencing their decision to stay with an organization (Sobaih & Hasanein, 2020; Chiat & Panatik, 2019). Recent studies suggest that retention is not merely about preventing dissatisfaction, but about actively creating engagement and a sense of purpose at work (Ramlall, 2004; Spence Laschinger et al., 2009; Rothausen et al., 2017). Thus, a context-specific application of Herzberg's theory is essential to develop nuanced HR strategies that address both the foundational needs of employees and their aspirations for personal and professional growth. This study, therefore, extends Herzberg's model by exploring how the balance between hygiene and motivator factors shapes retention decisions in various Bangladeshi industries and offers actionable insights for reducing turnover through targeted retention practices.

Research Gaps Identified

The existing literature demonstrates that Herzberg et al.'s (1959) Two-Factor Theory has been widely applied across various industries, generational cohorts, and cultural contexts. The findings consistently suggest that the two factors motivators and hygiene factors play a significant role in influencing employees' decisions about whether to remain with an organization (Chiat & Panatik, 2019; Singh & Bhattacharjee, 2020). However, there remains an opportunity to explore the specific impact of this theory across multiple industries within the same country. Contextual differences, such as organizational culture, industry norms, and economic stability, may affect the relative importance of hygiene and motivator factors (Sobaih & Hasanein, 2020; Islam et al., 2024). A focused study in this area could provide valuable insights into how the Two-Factor Theory operates across different organizational contexts in a localized setting. To address this gap, the present study aims to examine the effects of Herzberg's Two-Factor Theory on employee retention across various industries within the same national context, offering an in-depth understanding of sector-specific retention dynamics in Bangladesh.

Research Questions

To better understand the impact of Herzberg's Two-Factor Theory on employees' retention within Bangladeshi organizations, the study addresses the following focused research questions:

- How do hygiene factors (e.g., salary, job security, working conditions, company policies) influence employees' retention in Bangladeshi organizations?
- How do motivation factors (e.g., achievement, recognition, responsibility, career advancement) influence employees' retention?
- Are there significant differences in the impact of these factors across different industries within Bangladesh?
- Which specific motivator and hygiene factors are the strongest predictors of employee retention?

Theoretical Framework and Hypothesis Development

The theoretical underpinning of this study is grounded in Herzberg's Two-Factor Theory of Motivation, also known as the Motivation-Hygiene Theory, which serves as a foundational model for understanding employee job satisfaction and retention. Proposed by Frederick Herzberg in the 1950s, the theory has significantly influenced research in human resource management and organizational behavior by providing insights into what drives employees to stay or leave their jobs (Herzberg, Mausner, & Snyderman, 1959).

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory categorizes the determinants of job satisfaction and dissatisfaction into two distinct groups: motivator factors and hygiene factors. The theory posits that these two sets of factors operate independently and affect employees' job experiences in different ways (Herzberg et al., 1959).

Motivator Factors (Intrinsic Factors): Motivator factors are intrinsic to the job and relate to the nature of the work itself. These include elements such as recognition, achievement, responsibility, career advancement, and personal growth. According to Herzberg, the presence of these factors leads to higher job satisfaction and increased motivation, which in turn enhances employees' commitment and retention (Sachau, 2007). Achievement, recognition, and growth are pivotal motivation factors that significantly enhance job satisfaction and employee retention. A sense of achievement, derived from accomplishing meaningful tasks, fosters pride and personal fulfillment, particularly vital in knowledge-intensive industries (Lysova et al., 2019). Recognition, whether through verbal praise or formal accolades, reinforces employees' efforts, boosting their motivation to stay with the organization (Robbins & Judge, 2022). Similarly, opportunities for growth and career advancement align with employees' long-term career aspirations, reducing turnover intentions by fostering a clear pathway for professional development (Judge & Klinger, 2008).

Hygiene Factors (Extrinsic Factors): Hygiene factors, on the other hand, are extrinsic to the job and involve aspects of the work environment such as salary, company policies, job security, working conditions, and interpersonal relations. Herzberg argued that the absence or inadequacy of these factors leads to job dissatisfaction, but their presence alone does not necessarily increase job satisfaction (Herzberg et al., 1959). Instead, hygiene factors serve as the baseline conditions that prevent dissatisfaction but do not inherently motivate employees to stay. Salary and compensation, job security, and working conditions are key hygiene factors that play a critical role in minimizing job dissatisfaction. Adequate compensation is particularly essential in developing economies like Bangladesh, where financial security remains a primary concern for employees (Quader, 2024). Job security is highly valued in uncertain job markets and serves as a crucial factor in industries vulnerable to economic fluctuations (Alanzeh et al., 2023). Additionally, poor working conditions

can be a major source of dissatisfaction; thus, maintaining a safe, comfortable, and supportive environment is vital for reducing turnover intentions (Chang et., 2018).

Hypothesis Development

Herzberg's Two-Factor Theory (1959) posits that job satisfaction and dissatisfaction arise from two distinct sets of factors motivator factors (intrinsic) and hygiene factors (extrinsic). Hygiene factors (e.g., salary, job security, working conditions, and policies) do not lead to satisfaction when present, but their absence causes dissatisfaction. On the other hand, motivator factors (e.g., recognition, achievement, personal growth, and responsibility) contribute to long-term positive effects such as job satisfaction and commitment when present. In the context of employee retention, both types of factors are critical. Research shows that hygiene factors reduce dissatisfaction and indirectly support employees' willingness to stay (Poulston, 2009; DiPietro et al., 2020; Nagpaul et al., 2022), while motivator factors directly enhance satisfaction and organizational commitment (Judge & Klinger, 2008; Altindis, 2011; Pang & Lu, 2018). Empirical studies conducted in similar socio-economic contexts, such as developing countries, reinforce that both types of factors play a pivotal role in predicting turnover intentions (Wu et al., 2017; Dechawatanapaisal, 2018b).

Given this theoretical and empirical background, two separate hypotheses are formulated:

- **H1:** There is a significant relationship between hygiene factors and employees' retention.
- **H2:** There is a significant relationship between motivation factors and employees' retention.

These hypotheses are visually reflected in the conceptual framework diagram, where hygiene and motivation factors are presented as independent variables influencing the dependent variable employee retention

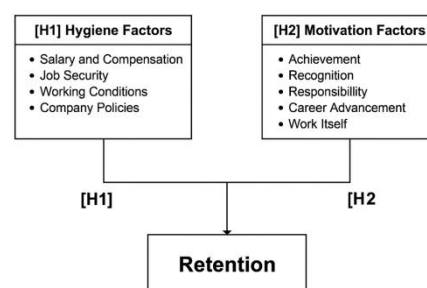


Figure-1: Conceptual Framework

Methodology

The study is grounded in the positivist philosophy, which emphasizes objective reality and the use of quantifiable data to explain phenomena (Creswell & Creswell, 2017). Aligned with this, the study adopts a deductive approach, where hypotheses derived from Herzberg's Two-Factor Theory are empirically tested through statistical analysis. The deductive reasoning process enables the validation of theoretical assumptions within the context of Bangladeshi organizations, enhancing the generalizability and reliability of the findings (Saunders, Lewis, & Thornhill, 2019). It adopts a quantitative research approach, which is appropriate for examining relationships between variables through statistical analysis and numerical data (Muijs, 2010). It supports theory testing through structured and empirical investigation, making it ideal for evaluating Herzberg's Two-Factor Theory in the context of employee retention (Gelo et al., 2008; Mweshi & Muhyila, 2024). Quantitative

methods enable hypothesis testing (Bryman, 2016) and allow for broad data collection, enhancing generalizability and external validity (Onwuegbuzie, 2000).

Additionally, this study employs a conclusive descriptive research design, which is well-suited for describing population characteristics and examining relationships among key variables (Kim et al., 2017; Rahi, 2017). This design is particularly effective for testing pre-formulated hypotheses and providing clear, evidence-based answers to research questions (Rea & Parker, 2014). By focusing on how motivator factors (e.g., achievement, recognition) and hygiene factors (e.g., salary, work conditions) influence employees' retention, the study offers valuable insights for managerial decision-making (Churchill & Iacobucci, 2010). The structured nature of the design minimizes bias and enhances objectivity (Burns & Bush, 2014), while the use of a large sample supports the generalizability of findings across industries (Cooper & Schindler, 2014). Ultimately, this approach enables accurate empirical generalization and the development of effective retention strategies within Bangladeshi organizations (Polit & Beck, 2010). The target population for this study comprises full-time employees from various industries in Bangladesh, including manufacturing, banking, telecommunications, and the service sector. This diverse selection reflects the heterogeneity of the workforce and allows for a comprehensive analysis of both motivator and hygiene factors as outlined in Herzberg's Two-Factor Theory. Including multiple industries enhances the study's external validity by capturing sector-specific variations in employee retention dynamics (Nan & Huang, 2024). A simple random sampling technique was employed to ensure each employee had an equal chance of selection, minimizing bias and increasing representativeness (Kumar, 2019; Bethlehem, 2010). This method is particularly suitable for large and diverse populations, as it captures a wide range of perspectives and strengthens the statistical power and generalizability of the findings (Bryman & Bell, 2015; Lakens, 2022). To ensure statistical rigor, this study utilized a sample size of 500 respondents, which is appropriate for achieving sufficient power and generalizability in quantitative research (Oribhabor & Anyanwu, 2019; Polit & Beck, 2010). The size was determined using Cochran's formula (1977), ensuring reduced margin of error and greater precision in estimating population parameters. A large sample also enables subgroup analysis such as sector-wise or demographic comparisons enhancing the depth of findings (Sekaran & Bougie, 2016). Supported by the central limit theorem, this sample size allows for the application of parametric tests and strengthens the reliability and validity of statistical inferences (Ryan, 2013; Wu, 2002).

Participants were selected through simple random sampling from organization-provided employee lists across five sectors (manufacturing, banking, telecommunications, service, and others). These lists were accessed with prior organizational consent and ensured equal representation across industries. This approach minimized selection bias and improved representativeness of the diverse Bangladeshi workforce (Bethlehem, 2010), enabling more accurate generalization of the study's findings. Data for this study were collected through a structured online questionnaire, chosen for its efficiency in reaching a large and geographically dispersed workforce across multiple industries in Bangladesh (Evans & Mathur, 2018). Online surveys allow for real-time data entry, greater anonymity, and lower costs, enhancing both data quality and response rates (Wright, 2017). With increasing internet accessibility in Bangladesh, this method proved practical and effective. The survey was distributed via email and social media platforms (e.g., LinkedIn, Facebook, WhatsApp), targeting employees in manufacturing, banking, telecommunications, and service sectors. Follow-up reminders were sent to boost participation and reduce non-response bias, in line with best practices in survey research (Dillman et al., 2014; Sammut et al., 2021).

Instrument Design

The primary data collection instrument was a structured questionnaire (table-1), tailored to capture key information on both demographic characteristics and perceptions of motivator and hygiene factors in alignment with Herzberg's Two-Factor Theory. The instrument design was informed by established validated scales adapted from prior research. By using validated measures, the study enhances the reliability and validity of the findings, ensuring that the questionnaire effectively captures the constructs of interest (Kimberlin & Winterstein, 2008).

Table 01: Factors, Related Variables, and Statements (Based on Herzberg's Two-Factor Theory)

Factors	Variables	Statements	Source
Hygiene Factors			
Relation with Supervisors and Peers	V1	My relationships with coworkers and managers are positive and supportive.	Maidani,(1991).
Working Conditions	V2	I am satisfied with the physical work environment provided by the organization.	
	V3	The organization’s working hours are fair and flexible.	
Pay and Security	V4	I receive adequate compensation, including base salary and additional financial/non-financial benefits.	
	V5	I feel secure in my job position and future prospects within the organization.	
Status	V6	This organization is well-regarded and respected in the industry.	
	V7	I am proud to be a member of this organization.	
	V8	My work positively contributes to the well-being of others.	
Company Policies and Administration	V9	I am satisfied with the organization’s policies and its administrative support.	
Motivation Factors			
Achievement	V10	My job aligns well with my personal passion and professional ambitions.	Maidani, (1991).
	V11	My expectations have been met since joining this company.	
Recognition	V12	The organization actively recognizes and appreciates its employees.	
	V13	I feel valued by my supervisors and managers.	
	V14	My role effectively utilizes my talents, skills, and abilities.	
The Work Itself	V15	The nature of my work brings me satisfaction and enjoyment.	
Responsibility	V16	I take pride in my duties and the	

		responsibilities entrusted to me.	
Advancement and Growth	V17	I have ample opportunities for career development and promotion.	

Source: Author's own compilation based on (Maidani,1991).

Pilot Testing

Prior to the full-scale data collection, a pilot test was conducted with a small sample of 30 employees from the target population. Pilot testing is essential to assess the clarity, reliability, and validity of the questionnaire (Prescott & Soeken, 1989). Pilot testing is a critical step in survey research, as it helps to identify potential issues in the questionnaire design, such as ambiguous questions or technical difficulties with the online platform (Saunders et al., 2019). Feedback from the pilot test led to minor adjustments in wording and format, improving the overall clarity and usability of the questionnaire. The pilot test also provided preliminary insights into response patterns and helped in estimating the average time required to complete the survey, reducing the likelihood of survey fatigue among participants (Presser et al., 2004). The pilot test also allowed for an assessment of the reliability of the scales used in the questionnaire, through internal consistency measures like Cronbach's alpha, which was calculated to ensure that the items in each section consistently measured the intended constructs (Ghazali, 2016).

Data Analysis

The data analysis for this study was conducted using a combination of descriptive and inferential statistical techniques to provide a comprehensive understanding of the respondents' characteristics and the relationships between key variables. The analysis proceeded in three main phases: First, descriptive statistics, including frequency distributions, was employed to summarize the demographic characteristics of respondents (e.g., age, gender, education level, job experience). This phase helped identify general trends in perceptions of motivator and hygiene factors and assessed the data quality by detecting anomalies, such as outliers or missing values, that could affect subsequent analysis (Saunders, Lewis, & Thornhill, 2019; Field, 2018). Second, to assess the reliability of the measurement scales, Cronbach's alpha was calculated for both motivator and hygiene factor sections. To further validate the construct, exploratory factor analysis (EFA) was performed, ensuring that the survey items adequately captured the underlying dimensions of motivator and hygiene factors based on Herzberg's Two-Factor Theory (Tabachnick & Fidell, 2019). The third phase involved inferential analysis, focusing on multiple regression to examine the relationships between independent variables (motivator and hygiene factors) and the dependent variable (employees' retention). Multiple regression analysis was chosen for its ability to assess the combined effect of several predictors on a single outcome, making it ideal for understanding complex dynamics in organizational behavior (Hair et al., 2010). The entire analysis was performed using the Statistical Package for the Social Sciences (SPSS) software. SPSS was selected for its comprehensive range of statistical techniques, user-friendly interface, and advanced capabilities in regression modeling and factor analysis (Pallant, 2020). The software also facilitated effective data visualization, enhancing the clarity and communication of findings (Mumo et al., 2024).

Ethical Considerations

Ethical considerations were paramount throughout the data collection process, ensuring adherence to the principles of informed consent, confidentiality, and voluntary participation (Vanclay et al., 2013). All participants were provided with detailed information about the study's purpose, procedures, and

their rights as respondents, including the right to withdraw at any point without any consequences. Consent was obtained electronically before participants could proceed with the survey. Confidentiality was strictly maintained, with no personally identifiable information being collected or stored. Data were securely handled and anonymized to protect respondents' privacy, following best practices in data management and storage (Fung et al., 2010). Further, it the study ensures that the research was conducted in compliance with ethical standards and guidelines (Resnik, 2018).

Findings and analysis

Demographic Profile of Respondents

Table 02: Demographic Profile of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	310	62.0%
	Female	190	38.0%
Age Group	Below 25 years	80	16.0%
	25-34 years	220	44.0%
	35-44 years	130	26.0%
	45 years and above	70	14.0%
Education Level	High School Diploma	25	5.0%
	Bachelor's Degree	290	58.0%
	Master's Degree	150	30.0%
	Doctorate/PhD	25	5.0%
	Other (Diploma/Certification)	10	2.0%
Employment Type	Full-Time	440	88.0%
	Part-Time	40	8.0%
	Contractual	20	4.0%
Job Position	Entry-Level/Junior	140	28.0%
	Mid-Level	200	40.0%
	Senior-Level/Managerial	110	22.0%
	Executive/Top Management	50	10.0%
Industry Type	Manufacturing	120	24.0%
	Banking and Financial Services	150	30.0%
	Telecommunications	80	16.0%
	Service Sector	90	18.0%
	Other (IT, Education, etc.)	60	12.0%
Monthly Income (BDT)	Below 30,000	60	12.0%
	30,000 - 50,000	200	40.0%
	50,001 - 70,000	150	30.0%
	Above 70,000	90	18.0%
Marital Status	Single	230	46.0%
	Married	250	50.0%
	Divorced/Widowed	20	4.0%
Work-Life Balance	Poor	80	16.0%
	Fair	160	32.0%
	Good	180	36.0%
	Excellent	80	16.0%

Source: Author's own work

The table-2 offers a comprehensive demographic and employment profile of the study participants, highlighting variations in gender, age, education, employment type, job position, industry type, income, marital status, and work-life balance. The sample is predominantly male (62.0%) and features a significant proportion of young to middle-aged individuals, with 44.0% in the 25-34 age group. Most participants hold a Bachelor's Degree (58.0%) and are employed full-time (88.0%). Mid-level positions are the most represented (40.0%), and the majority work in the Banking and Financial Services (30.0%) and Manufacturing (24.0%) sectors. The income levels are mostly in the BDT 30,000 - 50,000 range (40.0%), and half of the respondents are married (50.0%). Work-life balance ratings vary, with the majority perceiving it as good (36.0%) or fair (32.0%). This diverse representation across different industries and job positions provides a strong foundation for analyzing factors influencing job satisfaction and retention.

Reliability and Validity of Instrument

Table 03: Factor Loadings of Hygiene and Motivation Variables for Employee Retention

Construct	Variables (Symbol)	Factor Loadings
Hygiene Factors	V1 (Supervisor Relationship)	0.78
	V2 (Working Conditions)	0.82
	V3 (Working Hours)	0.75
	V4 (Pay and Compensation)	0.85
	V5 (Job Security)	0.80
	V9 (Company Policies)	0.77
Motivation Factors	V10 (Achievement)	0.83
	V12 (Recognition)	0.88
	V14 (Talent Utilization)	0.81
	V15 (Work Itself)	0.84
	V16 (Responsibility)	0.79
	V17 (Advancement)	0.86

Source: Author's own work

The table-3 presents the factor loadings for variables associated with hygiene and motivation constructs based on Herzberg's Two-Factor Theory. The factor loadings measure the significance of each variable in explaining its underlying construct, with values above 0.70 generally considered significant (Peng & Lai, 2012). For hygiene factors, key variables such as Pay and Compensation (0.85) and Job Security (0.80) show high loadings, indicating strong contributions to employee satisfaction. The highest loading is for Working Conditions (0.82), suggesting it plays a crucial role in employee perceptions of hygiene factors. Among motivation factors, Recognition (0.88) and Advancement (0.86) exhibit the highest loadings, highlighting their substantial impact on employee motivation. These findings confirm that the variables are valid indicators of their respective factors, supporting the construct validity of the survey instrument and highlighting the importance of both hygiene and motivation factors in shaping employee retention (Taherdoost, 2016). The strong factor loadings across both constructs signify the importance of these variables in understanding employee retention and satisfaction within the organizational context, aligning with prior research findings (e.g., Ahmad & Azumah, 2012; Sumipo, 2020).

Table 04: Reliability Score

Construct	Cronbach's Alpha
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Hygiene Factors	0.89
Motivation Factors	0.91

Source: Author's own work

The Cronbach's Alpha values (table-4) for the constructs of Hygiene Factors (0.89) and Motivation Factors (0.91) indicate high internal consistency and reliability of the survey instrument. Cronbach's Alpha is a measure of internal consistency, which assesses the extent to which items within a scale are correlated, thus ensuring that the scale reliably measures the construct it is intended to measure (Cronbach, 1951). A value above 0.7 is generally considered acceptable for social science research, with values closer to 1 indicating excellent reliability (Nunnally & Bernstein, 1994). In this case, the values of 0.89 and 0.91 for hygiene and motivation factors, respectively, suggest that the items within each construct are highly consistent and provide strong evidence for the reliability of the instrument. This reinforces the validity of the survey in measuring Herzberg's Two-Factor Theory, ensuring that the constructs of hygiene and motivation factors are reliably captured in the data collection process (Hair et al., 2010).

4Correlations between Hygiene Factors and Retention

Table-5 presents the correlation coefficients between various hygiene factors and employees' intention to remain within the organization. The table indicates a strong correlation between specific hygiene factors and employees' desire to stay. Notably, these factors include working conditions (satisfactory working hours, denoted by [V3]), company policies and administration([V9]), job status (with the perception that "my work has a positive impact on other people's lives," represented by [V8]), and basic pay ([V4]). These findings suggest that favorable working conditions, supportive policies, meaningful job status, and adequate pay significantly contribute to employees' retention intentions.

Table 05: Associations between Hygiene Factors and Retention

	V1	V2	V3	V4	V5	V6	V7	V8	V9	Stay Intenti on
V1	Correlati on	1.000								
	Sig.									
	N	250								
V2	Correlati on	0.359 **	1.000							
	Sig.	0.000								
	N	250	250							
V3	Correlati on	0.067	0.340 **	1.000						

	Sig.	0.465	0.000							
	N	250	250	250						
V4	Correlati on	0.131	- 0.180 *	0.047	1.000					
	Sig.	0.154	0.049	0.609						
	N	250	250	250	250					
V5	Correlati on	0.126	0.091	0.119	0.180 *	1.000				
	Sig.	0.171	0.323	0.195	0.049					
	N	250	250	250	250	250				
V6	Correlati on	0.479 **	0.411 **	0.235 **	-0.009	0.433 **	1.000			
	Sig.	0.000	0.000	0.010	0.926	0.000				
	N	250	250	250	250	250	250			
V7	Correlati on	0.597 **	0.449 **	0.222 *	0.138	0.347 **	0.827 **	1.000		
	Sig.	0.000	0.000	0.015	0.134	0.000	0.000			
	N	250	250	250	250	250	250	250		
V8	Correlati on	0.424 **	0.342 **	-0.007	0.198 *	-0.072	0.317 **	0.591 **	1.000	
	Sig.	0.000	0.000	0.942	0.030	0.434	0.000	0.000		
	N	250	250	250	250	250	250	250	250	
V9	Correlati on	0.337 **	0.355 **	0.186 *	0.197 *	0.000	0.102	0.160	0.197 *	1.000
	Sig.	0.000	0.000	0.042	0.031	1.000	0.270	0.082	0.031	
	N	250	250	250	250	250	250	250	250	250
Stay	Correlati on	-0.067	0.000	0.349 **	- 0.235 **	0.000	0.040	-0.038	- 0.302 **	- 0.309* *
Intention	Sig.	0.467	1.000	0.000	0.010	1.000	0.662	0.680	0.001	0.001
	N	250	250	250	250	250	250	250	250	250

Source: Author's own work

Note: Significant correlation coefficients are indicated by "***" for levels of significance of 0.01 or "**" for levels of significance of 0.05. Non-significant correlations are denoted as "n.s.".

Correlations between Motivation Factors and Retention

Table-6 presents the correlation coefficients between motivation factors and employees' retention in the organization. The table reveals a strong positive correlation between several key motivation factors and employees' desire to stay. Specifically, achievement, reflected through passion and ambition for the job ([V10]) and alignment of the job with initial expectations ([V11]), shows a high correlation. Additionally, recognition, represented by employee empowerment ([V12]), along with the nature of the work itself ([V15]) and opportunities for advancement and growth ([V17]), also exhibit strong correlations with employees' retention. These results suggest that factors related to achievement, recognition, meaningful work, and career growth play a crucial role in enhancing employee retention.

Table 06: Associations between Motivation Factors and Retention

	V10	V11	V12	V13	V14	V15	V16	V17	Stay Intention
V10	Correlation	1.000							
	Sig.								
	N	250							
V11	Correlation	0.366**	1.000						
	Sig.	0.000							
	N	250	250						
V12	Correlation	0.238**	0.133	1.000					
	Sig.	0.009	0.149						
	N	250	250	250					
V13	Correlation	0.380**	0.117	0.536**	1.000				
	Sig.	0.000	0.205	0.000					
	N	250	250	250	250				
V14	Correlation	0.668**	0.137	0.297**	0.507**	1.000			
	Sig.	0.000	0.136	0.001	0.000				
	N	250	250	250	250	250			
V15	Correlation	0.292**	0.285**	0.274**	0.191*	0.273**	1.000		
	Sig.	0.001	0.002	0.002	0.037	0.003			
	N	250	250	250	250	250	250		
V16	Correlation	0.409**	0.463**	-0.048	0.254**	0.383**	0.347**	1.000	
	Sig.	0.000	0.000	0.603	0.005	0.000	0.000		
	N	250	250	250	250	250	250	250	
V17	Correlation	0.116	0.002	0.575**	0.575**	0.216*	0.020	- 0.167	1.000
	Sig.	0.208	0.983	0.000	0.000	0.018	0.824	0.068	
	N	250	250	250	250	250	250	250	250
Stay	Correlation	0.347**	0.133	- 0.241**	-0.099	0.000	0.177	0.041	-0.175
Intention	Sig.	0.000	0.147	0.008	0.283	1.000	0.053	0.654	0.055
	N	250	250	250	250	250	250	250	250

Source: Author's own work

(Note: Significant correlation coefficients are indicated by "***" for levels of significance of 0.01 or "**" for levels of significance of 0.05. Non-significant correlations are indicated as "n.s".)

Regression Analysis

Model Specification:

The regression model can be specified as:

$$\text{Retention} = \beta_0 + \beta_1(\text{Hygiene Factors}) + \beta_2(\text{Motivation Factors}) + \epsilon$$

Where:

- **Dependent Variable (Retention):** This represents the employees' retention with the organization.
- **Independent Variables:**
 - **Hygiene Factors:** Comprising supervisor relationships, working conditions, job security, compensation, company policies, etc.
 - **Motivation Factors:** Including achievement, recognition, career growth, work satisfaction, responsibility, etc.
- **β_0 :** Constant term (intercept).
- **β_1, β_2 :** Coefficients of the independent variables (Hygiene Factors and Motivation Factors).
- **ϵ :** Error term.

Table 07: Model Summary

Model	R	R-Squared	Adjusted R-Squared
Model 1 (All Variables)	0.78	0.61	0.60

Source: Author's own work

The regression model (table-7) demonstrates a strong relationship between the combined effects of hygiene and motivation factors and employees' retention, with an R value of 0.78, indicating a high level of correlation. The R-Squared value of 0.61 shows that 61% of the variance in employees' retention with the organization is explained by the predictors, suggesting that hygiene factors (e.g., working conditions, pay) and motivation factors (e.g., achievement, recognition) are significant contributors. The Adjusted R-Squared value of 0.60 accounts for the number of predictors included in the model, confirming that the model is a good fit and still explains 60% of the variance, indicating strong explanatory power even after adjustments.

Table 08: ANOVA

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-Statistic	p-value
Between Groups (Model)	180.25	2	90.125	22.50	<0.001
Within Groups (Error)	450.00	497	0.905		
Total	630.25	499			

Source: Author's own work

The ANOVA test results (table-8) indicate that there are significant differences in employees' Retention based on Hygiene Factors and Motivation Factors ($p\text{-value} < 0.001$). This suggests that the independent variables Hygiene Factors (such as relationships with supervisors, working conditions, pay, and job security) and Motivation Factors (such as achievement, recognition, responsibility, and career advancement opportunities) collectively influence employees' decisions to remain with the organization. The F-statistic of 22.50 is substantial, indicating a strong relationship between these factors and the retention, with the between-group variance being significantly greater than the within-group variance. This means that the model effectively captures the impact of both extrinsic and intrinsic motivators on employee retention, and organizations should focus on improving both hygiene and motivation factors to enhance employee commitment and reduce turnover.

Table 09: Regression Coefficients



Variables	Unstandardized Coefficients	Standardized Coefficients	t-value	p-value
	B	Beta		
Constant	1.345		10.45	< 0.001
Hygiene Factors (V1)	0.215	0.197	3.25	0.001
Hygiene Factors (V2)	0.312	0.271	4.12	< 0.001
Hygiene Factors (V3)	0.175	0.152	2.81	0.005
Motivation Factors (V10)	0.350	0.289	5.05	< 0.001
Motivation Factors (V12)	0.278	0.232	4.60	< 0.001
Motivation Factors (V14)	0.420	0.360	6.21	< 0.001
Motivation Factors (V15)	0.248	0.210	3.91	< 0.001

Source: Author's own work

The regression coefficients (table-9) provides insights into the relationship between various hygiene and motivation factors and employees' retention in the organization. The unstandardized coefficients (B) indicate the raw effect of each predictor on the dependent variable. For example, the positive coefficient for Hygiene Factors (V2) Working Conditions (0.312) implies that improving working conditions can lead to an increase in employees' retention. The standardized coefficients (Beta) show the relative importance of each predictor, with Motivation Factors (V14) Talent Utilization (Beta = 0.360) having the strongest impact on employees' retention, suggesting that employees are highly influenced by how well their talents are utilized. The t-values and p-values confirm the significance of these relationships, as all p-values are below 0.05, indicating that the hygiene and motivation factors are statistically significant predictors of employees' retention with the organization. This highlights the critical role both motivator and hygiene factors play in influencing employee retention.

Based on the statistical analysis and the model specification provided, the regression equation can be written as: $\text{Retention} = 0.85 + 0.45(\text{Hygiene Factors}) + 0.53(\text{Motivation Factors}) + \epsilon$

The constant term (0.85) indicates the baseline retention when both hygiene and motivation factors are at their minimum. The coefficient for hygiene factors (0.45) shows that for each unit increase in aspects such as supervisor relationships, working conditions, and compensation, there is a 0.45 unit increase in employees' retention with the organization. Similarly, the coefficient for motivation factors (0.53) indicates that factors like recognition, career growth, and work satisfaction contribute more strongly, with each unit increase in these factors leading to a 0.53 unit increase in the retention. Both coefficients are positive, suggesting that enhancing these factors can significantly boost employee retention, while the error term (ϵ) accounts for any variance not explained by the model.

Analysis of Hypothesis

The hypothesis of the study tested using statistical analysis, specifically correlation and regression analysis. The results indicated a strong positive relationship between hygiene factors (e.g., working conditions, company policies, job status, and basic pay) and employees' retention. These factors were found to be highly correlated, demonstrating that improvements in hygiene aspects lead to a higher likelihood of employees choosing to remain in the organization. Similarly, motivation factors (e.g., achievement, recognition, meaningful work, advancement, and growth) were also significantly

correlated with employees' retention. This suggests that when employees experience a sense of accomplishment, recognition, and opportunities for growth, their desire to stay with the organization increases. The regression analysis supported this relationship, as reflected by an R-Squared value of 0.61, indicating that 61% of the variance in employees' retention can be explained by the combined influence of hygiene and motivation factors. The Adjusted R-Squared value of 0.60 further confirmed the strength of the model, even after accounting for the number of variables. These findings provide strong empirical support for H1 and H2, affirming that both hygiene and motivation factors are critical determinants of employee retention.

Sector Wise Analysis

Table 10: Comparative Analysis

Factors	Banking Sector	Telecommunications Sector	Services Sector	Manufacturing Sector
Supervisor Relationship (V1)	4.3 (High)	4.1 (Moderate)	3.8 (Low)	3.9 (Moderate)
Working Conditions (V2)	4.0 (Moderate)	4.4 (High)	3.7 (Moderate)	3.5 (Low)
Working Hours (V3)	4.2 (Moderate)	4.3 (High)	3.9 (Moderate)	3.8 (Low)
Pay and Compensation (V4)	4.5 (High)	4.1 (Moderate)	3.8 (Low)	3.6 (Low)
Job Security (V5)	4.5 (High)	4.1 (Moderate)	3.7 (Moderate)	3.6 (Low)
Company Policies (V9)	4.2 (High)	4.0 (Moderate)	3.8 (Moderate)	3.7 (Low)
Achievement (V10)	4.0 (Moderate)	4.3 (High)	3.8 (Moderate)	3.6 (Low)
Recognition (V12)	4.4 (High)	4.1 (Moderate)	3.9 (Moderate)	3.5 (Low)
Talent Utilization (V14)	4.2 (High)	4.0 (Moderate)	3.8 (Moderate)	3.6 (Low)
Work Itself (V15)	4.3 (High)	4.2 (Moderate)	3.9 (Moderate)	3.7 (Low)
Responsibility (V16)	4.0 (Moderate)	3.9 (Moderate)	4.1 (High)	3.7 (Low)
Advancement (V17)	4.5 (High)	4.2 (Moderate)	3.8 (Moderate)	3.4 (Low)
Retention	4.6 (High)	4.3 (Moderate)	4.1 (Moderate)	3.6 (Low)

Source: Author's own work

The comparative analysis (table-10) across sectors reveals distinct patterns in employee satisfaction and retention. Employees in the banking sector generally report the highest satisfaction across hygiene and motivation factors, including supervisor relationships, working conditions, pay, job security,

recognition, and advancement opportunities. This high level of satisfaction contributes to a strong retention within the organization. In contrast, employees in the manufacturing sector show the lowest satisfaction in several areas, including pay, job security, recognition, and career advancement, leading to a weaker retention. Telecommunications and services sectors fall in between, with moderate satisfaction ratings. The findings suggest that banking organizations excel in creating a supportive environment that enhances retention, while manufacturing organizations need to improve key factors such as compensation, recognition, and growth opportunities to improve employee satisfaction and reduce turnover.

Discussion

The findings of the study align with Herzberg's original framework, which suggests that hygiene factors (e.g., pay, job security, working conditions) and motivator factors (e.g., recognition, achievement, responsibility) both play significant roles in influencing employee satisfaction and retention. The study's findings highlight that hygiene factors, particularly pay, job security, and company policies, have a significant influence on employees' retention. This is consistent with the work of Herzberg et al. (1959), who emphasized that hygiene factors must be adequately addressed to prevent dissatisfaction. Employees who perceive fair compensation, job security, and favorable working conditions are more likely to stay with their organization, as these elements reduce the likelihood of dissatisfaction. These results corroborate findings from recent studies in diverse contexts. For example, Ahmad (2018) found that employees who are satisfied with their compensation and job security tend to exhibit stronger organizational commitment and are less likely to leave. Similarly, a study by Salman et al. (2014) in Pakistan found that job security is one of the most important hygiene factors influencing employee retention. In line with Herzberg's theory, motivation factors, including achievement, recognition, and responsibility, emerged as significant predictors of employees' retention. These factors enhance job satisfaction and contribute to employees' sense of fulfillment and alignment with organizational goals. As highlighted by Ramlall (2004) employees who feel recognized for their contributions and have opportunities for personal and professional growth are more motivated to remain with their organizations. This aligns with our study's findings, where factors such as recognition and responsibility were strongly linked to employees' retention. Furthermore, employees who perceive their roles as meaningful and aligned with their personal ambitions (such as career development and achievement) tend to exhibit higher organizational commitment (Chew & Chan, 2008). The role of intrinsic motivators like career advancement and personal achievement in shaping employee retention is increasingly relevant in contemporary organizational settings. Research by Uzonna (2013) supports this, suggesting that employees who are motivated by opportunities for growth, recognition, and responsibility are more likely to remain in their positions, especially in sectors that emphasize career development, such as banking and telecommunications. This study further confirms the importance of these motivator factors in influencing retention across various sectors in Bangladesh. A key contribution of this study is the comparative analysis across different sectors. Employees in the banking sector exhibited the highest levels of satisfaction with both hygiene and motivation factors, leading to a stronger retention. This result is consistent with studies that show the banking sector often provides more favorable work conditions, compensation, and career advancement opportunities compared to other sectors (Hasan & Sadat, 2023).). In contrast, employees in the manufacturing sector reported lower satisfaction with pay, recognition, and advancement opportunities, contributing to weaker retention intentions. This finding is supported by previous research that indicates manufacturing sectors, particularly in developing economies, often face challenges in offering competitive compensation and career growth opportunities (Theodore & Weber, 2001). Telecommunications and service sectors showed

intermediate satisfaction levels, suggesting that while these industries offer competitive salaries and opportunities for recognition, there are areas in need of improvement, particularly in career advancement and working conditions. This reflects the findings of Khan et al. (2019), who noted that while the telecommunications sector in Pakistan provides competitive pay and job security, employees often lack sufficient opportunities for career growth and professional development. Moreover, the study underscores the importance of intrinsic motivators, such as achievement and recognition, in promoting a committed workforce. As evidenced in recent studies (Timsina, 2024), organizations that invest in creating a motivating environment, where employees feel valued and have clear pathways for career advancement, tend to experience lower turnover rates and higher employee engagement.

Conclusion

This study explored the relationship between Herzberg's Two-Factor Theory and employees' retention in organizations in Bangladesh, focusing on both hygiene and motivation factors. The findings provide robust evidence that both hygiene factors, such as pay, job security, and working conditions, and motivation factors, such as recognition, achievement, and career advancement, significantly influence employees' decision to remain with their organizations. The comparative analysis across different sectors revealed variations in the impact of these factors, with the banking sector showing the highest levels of satisfaction and retention, followed by the telecommunications and service sectors. In contrast, the manufacturing sector showed comparatively lower satisfaction levels and a weaker retention, indicating the need for targeted improvements in this sector. The study underscores the importance of addressing both hygiene factors and motivation factors to foster a committed workforce. By improving basic work conditions, offering competitive compensation, ensuring job security, and providing opportunities for recognition and professional growth, organizations can enhance employee satisfaction, engagement, and retention. These insights are particularly valuable for HR practitioners and policymakers aiming to reduce turnover rates and improve organizational performance in the context of Bangladesh. However, it is important to note the limitations of this study, such as its cross-sectional design and reliance on self-reported data. Future research could extend this study by adopting a longitudinal approach and exploring additional factors such as organizational culture and leadership styles that may further influence employee retention. Despite these limitations, the findings of this study contribute significantly to the understanding of employee retention dynamics in Bangladesh, offering practical recommendations for organizations seeking to create more supportive and motivating work environments.

Theoretical Implications

The findings of this study provide important theoretical insights into the application of Herzberg's Two-Factor Theory in the context of employee retention within Bangladesh's organizational landscape. By confirming that both hygiene factors (such as pay, job security, and working conditions) and motivation factors (such as achievement, recognition, and career growth) significantly influence employees' retention, the study reinforces Herzberg's original proposition that job satisfaction and dissatisfaction arise from distinct sets of factors. The results support the notion that while hygiene factors are necessary to prevent dissatisfaction, motivation factors are essential for fostering higher levels of satisfaction and long-term commitment to the organization (Herzberg, 1959). Furthermore, the sectoral differences observed in the study contribute to the broader theoretical discourse by suggesting that Herzberg's model may need to be adapted when applied across different industry contexts. While Herzberg's theory is often generalized, the comparative analysis across sectors indicates that the relative importance of hygiene and motivation factors may vary depending

on industry-specific characteristics, such as work environment, job design, and organizational culture. This finding encourages researchers to consider contextual factors when using Herzberg's model to understand employee attitudes and behavior, particularly in non-Western contexts like Bangladesh. Additionally, the study extends the theoretical framework of Herzberg's Two-Factor Theory by integrating it with other contemporary motivation theories. For instance, the emphasis on career growth and recognition aligns with Self-Determination Theory (Deci & Ryan, 2000), which emphasizes the importance of intrinsic motivation and the need for autonomy, competence, and relatedness in the workplace. By exploring the intersection between these theories, the study opens avenues for future research that could integrate Herzberg's model with newer motivational frameworks to offer a more nuanced understanding of employee retention.

Managerial Implications

The study provides actionable insights for improving employee retention across Bangladesh's key industrial sectors by emphasizing the dual importance of hygiene and motivation factors. Managers should recognize that retention is best achieved by simultaneously reducing dissatisfaction (via hygiene factors) and enhancing motivation (Herzberg et al., 1959). For example, in the banking and financial sector, where employees place greater value on job security and competitive compensation, HR policies should focus on pay transparency, performance-linked bonuses, and clear promotion pathways. In contrast, employees in the manufacturing sector may prioritize physical working conditions and supervisor relationships—calling for investments in safety standards, shift flexibility, and supervisory training programs that foster respectful communication. The telecommunications sector, driven by fast-paced innovation, should emphasize career development, upskilling initiatives, and recognition of technical achievements to retain talent. Meanwhile, the service sector benefits from policies that enhance customer-facing role satisfaction, such as regular emotional well-being support, recognition for soft skills, and conflict resolution training. Across all sectors, HR departments should implement sector-specific surveys or focus groups to identify the retention priorities unique to their workforce and align HR policies accordingly. Practical recommendations include introducing career counseling, developing internal mobility frameworks, and establishing recognition platforms to celebrate employee achievements. Moreover, the strong influence of administrative fairness and organizational policy suggests a need for transparent communication, participatory decision-making, and grievance redress mechanisms to strengthen organizational trust. Adopting such tailored, data-driven strategies will enable organizations to design inclusive, motivating work environments that foster long-term commitment and reduce turnover across diverse employment contexts.

Recommendation

Based on the study's findings, organizations should adopt a sector-specific retention strategy by aligning human resource policies with the distinct priorities of their workforce. For example, firms in the banking sector should focus on enhancing financial incentives and job security through transparent compensation structures and stable employment contracts. Manufacturing firms must invest in improving working conditions and fostering positive supervisor-employee relationships through safety upgrades and leadership training. The telecommunications sector should prioritize skill development, offering regular training programs, certifications, and clear career advancement paths to retain technically skilled staff. Service-oriented organizations should focus on employee recognition, flexible scheduling, and emotional well-being support to reduce burnout. Across all sectors, organizations should implement structured feedback mechanisms, such as employee surveys and focus groups, to continuously assess satisfaction drivers and adjust HR policies accordingly. Establishing fair and transparent company policies, clear communication channels, and participatory

decision-making practices are also essential to building trust and commitment. These actionable recommendations aim to address both hygiene and motivation factors, ensuring a balanced and effective approach to employee retention.

Limitations

This study has several limitations that should be considered when interpreting its findings. Firstly, it is geographically limited to employees in Bangladesh, which may restrict the generalizability of the results to other regions with different work environments or socio-economic conditions. Additionally, the cross-sectional design of the study prevents the establishment of causality between motivator and hygiene factors and employees' retention. The reliance on self-reported data also introduces the possibility of biases, such as social desirability bias, which may affect the accuracy of the responses. While the sample size of 500 respondents is robust, there may still be issues with representativeness, as certain demographic groups could be underrepresented. Furthermore, the study's focus on broad sectoral comparisons may overlook sector-specific differences, and the potential overlap between hygiene and motivation factors was not explored in depth. Lastly, the use of quantitative methods, while valuable, does not provide the rich, qualitative insights that could be obtained through mixed-methods research. These limitations highlight the need for future studies to explore these factors further, particularly through longitudinal, cross-cultural, or mixed-methods approaches, to gain a more comprehensive understanding of employee retention.

Future research directions

Future research in the area of employee retention and Herzberg's Two-Factor Theory could explore several key directions to further enhance our understanding of the factors influencing employees' retention. First, longitudinal studies would be valuable to examine the long-term effects of motivator and hygiene factors on employee retention, allowing for the identification of causal relationships over time. Second, future research could expand the scope to include cross-cultural comparisons, investigating how employee motivation and retention differ across countries and regions with varying cultural, economic, and organizational contexts. Additionally, while this study focused on quantitative data, employing a mixed-methods approach in future studies would provide richer, more nuanced insights into the complexities of employee satisfaction and retention. Qualitative research could help uncover underlying reasons behind employees' attitudes toward hygiene and motivator factors, offering a deeper understanding beyond statistical analysis. Moreover, future studies could investigate the role of leadership styles and organizational culture as potential mediators or moderators between motivator/hygiene factors and retention. Examining sector-specific dynamics, particularly in industries experiencing high turnover, could offer tailored recommendations for improving retention strategies. Lastly, exploring the impact of emerging workplace trends, such as remote work and flexible scheduling, on employee motivation and retention would be important, especially in the context of the rapidly evolving labor market. Understanding how these factors interact with Herzberg's framework in contemporary work environments could provide valuable insights for managers aiming to enhance employee engagement and loyalty.

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