

## REVIEW ARTICLE

# Exploring Herzberg's motivation theory: a theoretical review of its impact on aspects valued by organizations

### ABSTRACT

Work motivation is a topic that, over the years, continues to be considered important, as it can help organizations to have workers with the desire to achieve their goals and, thus, contribute to the growth of the organization. There are various motivation theories that have emerged, including Herzberg's theory, which can be applied today through its motivational and hygiene factors. The objective of this paper is to explain this theory and demonstrate that its factors have an impact on aspects valued by organizations. To do so, different papers related to the topic were reviewed, finding out that there is an impact on aspects such as staff turnover, absenteeism, work environment, job performance and productivity if both factors are implemented in organizations. The conclusion was that the motivational factors that have an impact are recognition, the work itself, responsibility, progress, growth, achievement. The hygiene factors that have an impact are working conditions, salary, security, company policy and administration, personal life, relationships with supervisors and colleagues.

**Keywords:** work motivation; Herzberg's theory; motivational factors; hygiene factors.

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## INTRODUCTION

Nowadays, workers are the most important resource of organizations since they are a fundamental part to reach organizational objectives and achieve the mission and vision of the organization. Motivated workers demonstrate better performance and greater productivity, as can be seen in the research carried out by Ghaffaria *et al.* (2017) who mention that motivation is very important regarding job performance, and organizations have the great challenge of implementing factors that motivate and contribute to improving job performance and thus achieve organizational objectives. They also found that several factors such as salary, complementary benefits, supervision, promotion, responsibility and training were positively related to job performance, agreeing with Dereje (2020), who found that various factors are positively related to the job performance of workers, some of these being recognition, working conditions and benefits. In addition, having motivated workers impacts other important aspects such as feeling more identified with the organization, having a good work environment, among others.

According to Robbins (2004), in the organizational field, motivation is the effort made to achieve organizational goals, being a process that has intensity, direction and persistence. Intensity refers to how much effort a worker makes; direction is how it is channeled in such a way that it benefits the organization, and persistence is how long that effort is sustained. Merchán and Vera (2022) also mention that work motivation is the impulse that workers feel to perform their functions, voluntarily using their physical or cognitive resources to carry them out. Likewise, Rivera *et al.* (2018) mention that being motivated means carrying out daily functions without feeling additional overexertion. Therefore, when workers feel motivated, they will be more committed, with more initiative and willingness to accept challenges, being persistent in achieving them.

Motivation theories, according to Arbaiza (2017), emerged in the 1950s and, to this day, some of them are still used to understand and increase work motivation in organizations. As the years went by, approaches to motivation emerged, including content, process,

and reinforcement approaches. Within these approaches, there are various theories that allow identifying what motivates workers, so that organizations can implement strategies to motivate them. These different approaches are not opposed to each other; on the contrary, they can be applied simultaneously, since they contain theories that focus on different aspects of motivation. In addition, a person can be motivated by one or several aspects that can complement each other.

The first theories that emerged are within the content approach, which according to Araya-Castillo and Pedreros-Gajardo (2013) focus on the needs and desires that motivate workers, such as Herzberg's theory, which is detailed in this paper. After that, the process approach emerged and according to Naranjo (2009), these theories consider the thought process by which motivation arises. Among them is John Stacey Adams' equity theory, where workers think about the work context by comparing their work, salary, recognition or other factors with other people, which can motivate or demotivate them and lead them to make certain decisions (Arbaiza, 2017). There is also the reinforcement approach, where reinforcement is considered as a tool for motivation, since motivation will increase if positive reinforcement is provided (Merchán and Vera, 2022). For example, Thorndike's law of effect, which shows that a person will repeat the same behavior that generates a pleasant result, and will not repeat that which gives an unpleasant result (Arbaiza, 2017).

As mentioned, within the content approach is Herzberg's two-factor theory, which, despite being one of the first theories, carried out field work. The purpose of this paper is to explain Herzberg's theory and demonstrate that both its motivational and hygiene factors have an impact on aspects valued by organizations, such as staff turnover, absenteeism, work environment, job performance, and therefore, productivity, which is why it is a theory that continues to be considered to this day by Human Resources departments. It offers various benefits, both for workers and organizations, generating more efficient management that not only allows increasing productivity, but also generating a positive work environment.

In addition to the aforementioned objective, the paper has an important social relevance, since it contributes to one of the Sustainable Development Goals (SDG). According to the United Nations (2023), one of these objectives is decent work and economic growth. In this sense, Herzberg's theory contains motivational and hygiene factors that contribute to this, such as having a salary that covers the needs of workers, adequate working conditions, a balance between work and personal life, recognition, growth, as well as all other factors that promote decent work, forming motivated workers who have better productivity, which will be reflected in greater economic growth of organizations and, with it, the improvement of the country.

## METHOD

For this paper, a theoretical review was conducted on the topic, both in books and in various academic databases. First, a search was conducted on work motivation in general, as well as the approaches that have emerged over time, specifically, Herzberg's theory, in addition to reviewing its impact on aspects valued such as staff turnover, absenteeism, work environment, job performance and productivity. Paper search was conducted using Google Scholar; the Scielo, Redalyc, and Scopus databases, electronic libraries of universities and different journals, which allowed finding quality papers.

The keywords considered were "work motivation", "theories of motivation", "work motivation and Herzberg's theory", "Herzberg's theory", "history of Herzberg's theory", "motivational factors", "hygiene factors", "Herzberg's theory and staff turnover", "Herzberg's theory and absenteeism", "Herzberg's theory and work absenteeism", "Herzberg's theory and work environment", "Herzberg's theory and job performance", "Herzberg's theory and productivity", "working conditions-Herzberg", "security-Herzberg", "policies-Herzberg", "supervision-Herzberg", "personal life-Herzberg", "status-Herzberg", "motivational and hygiene factors and staff turnover", "motivational and hygiene factors and absenteeism", "motivational and hygiene factors and work environment", "motivational and hygiene factors and job

performance", "motivational factors motivational and hygiene and productivity", "impact of salary on staff turnover", "relationship with leadership and staff turnover", "relationship with colleagues and staff turnover", "relationship with supervisor, colleagues and absenteeism", "working conditions and absenteeism", "remuneration and work environment", "recognition and job performance", "work-life balance", "work-life balance with work environment", "personal life", "security", "job stability and job performance", "job stability", "work itself", "motivation in organizations", "Herzberg's Motivation Theory", "two-factor theory", "motivational factors", "hygiene factors", "job satisfaction", "work motivation and job performance."

Of the total found, 34 papers were chosen considering the selection criteria, including the citations and papers that best defined each of the aspects considered, both in Spanish and English. In the case of finding papers with few or no citations, it was verified that the year of publication was recent; however, there are older papers with fewer citations that were considered due to the importance of the content. The summaries of the papers found were also reviewed to determine if they contributed to the objectives set out in this research. After that, the entire paper was read for scientific rigor with well-defined objectives, results and conclusions in accordance with the objectives. Regarding the books, those that had relevant information regarding the subject were considered.

Table 1 shows information on the selected papers, sorted by number of citations.

## RESULTS

Crespo *et al.* (2003) mention that Herzberg built his two-factor theory based on interviews, where he asked participants to remember moments when they felt good or bad at their jobs, thus identifying different factors that motivate people at work. Based on this, they classified the factors as motivational and hygiene. According to Lopez *et al.* (1981), motivational factors are those that generate satisfaction and are intrinsic to the job and, on the other hand, hygiene factors are those that can generate

**Tabla 1**  
*Artículos seleccionados*

Title	Author	Year	Country	Journal	Number of Citations
Motivación: Perspectivas teóricas y algunas consideraciones de su importancia en el ámbito educativo.	Naranjo, M.	2009	Costa Rica	Revista Educación	1770
Examining Herzberg's theory: Improving Job Satisfaction among Non-Academic Employees at a University.	Smerek, R., and Peterson, M.	2007	United States	Research in Higher Education	648
Motivación y satisfacción laboral del personal de una organización de salud del sector privado.	Marin, H and Placencia, M	2017	Peru	Horiz Med	588
Análisis de las teorías de motivación de contenido: una aplicación al mercado laboral de Chile del año 2009.	Araya-Castillo, L., and Pedreros-Gajardo, M.	2013	Chile	Revista de Ciencias Sociales	346
Satisfacción laboral y su relación con el desempeño laboral en una Pyme de servicios de seguridad en el Perú.	Boada, N.	2019	Peru	Journal of Economics, Finance and International Business	314
Estudio de la relación entre satisfacción laboral y el desempeño de los trabajadores de las ferias libres.	Chiang, M. and Ojeda, J.	2013	Chile	Contaduría y Administración	312
The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals.	Alrawahi, S.; Fransson, S.; Altouby, S.; Alwahabi, N. and Brommels, M.	2020	Oman	Heliyon	279
Factores de la teoría de Herzberg y el impacto de los incentivos en la satisfacción de los trabajadores.	Madero, S.	2019	Mexico	Acta Universitaria	264
Impacto de la motivación laboral en el clima organizacional y las relaciones interpersonales en los funcionarios del sector salud.	Rivera, D.; Hernández, J.; Forgiony, J.; Bonilla, N., and Rozo, A	2018	Colombia	Revista Espacios	247
Motivación y satisfacción de los trabajadores y su influencia en la creación de valor económico en la empresa.	Medina, A.; Gallegos, C., and Lara, P.	2008	Chile	Revista Administración Pública	228
Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review.	Chun, L., and Aisyah, S.	2019	Malaysia	Journal of Research in Psychology	202
La gestión del talento humano y su influencia en la productividad de la organización.	Díaz, G., and Quintana, M.	2021	Ecuador	Revista de la Agrupación Joven Iberoamericana de Contabilidad y Administración de Empresas (AJOICA)	101
The Influence of Motivation on Job Performance: A Case Study at Universiti Teknologi Malaysia.	Ghaffari, S.; Mad, I.; Burgoyne, J.; Nazri, M., and Rezk, J.	2017	Malaysia	Australian Journal of Basic and Applied Sciences	195
Satisfacción laboral y motivación de los trabajadores de la dirección regional de comercio exterior y turismo – Puno – Perú, 2013.	Charaja, Y., and Mamani, J.	2014	Peru	Comuni@cción	160
Revisión sistemática: Factores asociados al ausentismo laboral en países de América Latina.	Tatamuez-Tarapues, R.	2018	Colombia	Universidad y Salud	153
Calidad de vida laboral y desempeño laboral en médicos del Instituto Mexicano del Seguro Social De Bienestar, en el estado de Chiapas.	López, B.; Aragón, J.; Muñoz, M.; Madrid, S., and Tornell, I.	2021	Mexico	Revista de la Facultad de Medicina Humana	95
¿Influye el conflicto trabajo-vida personal de los empleados en la empresa?	Sánchez-Vidal, M.; Cegarra-Leiva, D., and Cegarra-Navarro, J.	2011	Spain	Universia Business Review	78
Vigencia conceptual de los factores de la motivación: una perspectiva desde la teoría bifactorial propuesta por Herzberg.	Parra, C.; Bayona, J., and Salamanca, T.	2018	Colombia	Cuadernos Latinoamericanos de Administración	57

Título	Autor	Año	País	Revista	Cantidad de citas
Motivación de la labor docente: un estudio de caso de dos programas de contaduría pública en Bogotá.	Camargo-Mayorga, D.	2016	Colombia	Cuadernos de Contabilidad	49
El clima organizacional y su relación con el desarrollo humano y la responsabilidad social empresarial.	Restrepo, S.	2018	Colombia	Revista Espacios	50
Reclutamiento y selección del personal empresarial.	Rivera, L.	2019	Ecuador	Revista Científica	38
Una aproximación sociológica al estudio de la satisfacción en el trabajo en la provincia de Santander.	López, R.; Castillo, J.; Lucas, A.; Huneeus, C.; Beltrán, M.; Justel, M., and Alberdi, I.	1981	Spain	Revista Española de Investigaciones Sociológicas	36
Importancia del reconocimiento para fomentar el buen desempeño.	Ares, A.	2013	Spain	Revista de Análisis Transaccional y Psicología Humanista	34
Análisis de la motivación del recurso humano. Comparación entre los servicios de cirugía del Hospital Dr. Calderón Guardia y patología forense del Organismo de Investigación Judicial.	Allen, A., and Flores, G.	1998	Costa Rica	Medicina Legal de Costa Rica	28
Principales causas de ausentismo laboral: una aplicación desde la minería de datos.	Berón, E.; Mejía, D., and Castrillón, O.	2021	Colombia	Información tecnológica	26
Gestionando el conocimiento a través de la gestión de recursos humanos: análisis empírico en el sector automoción.	Pérez, M.; Prieto, I., and Martín, C.	2009	Spain	Revista Latinoamericana de Administración	24
Effect of employee motivation on job performance: in case of fiche general hospital.	Dereje, L.	2020	Ethiopia	International Journal of Commerce and Finance	21
Factores del clima laboral predominantes en organizaciones de salud privada del Municipio Montería (Colombia).	Rojas, C.; Martínez, P., and Niebles, W.	2020	Colombia	Revista Espacios	19
Factores higiénicos y motivadores en una agencia automotriz del Estado de Sinaloa.	Alvarado, A., and Argüello, N.	2018	Mexico	Revista Ra Ximhai	18
Variables personales y causas de satisfacción e insatisfacción en el trabajo en empleados españoles de Banca.	Pereda, S., and García de Tomás, J.	1985	Spain	Colegio Oficial de Psicólogos de Madrid	8
Teorías de motivación y su relación en el ámbito laboral.	Merchán, A., and Vera, A.	2022	Ecuador	Revista de Investigación, Formación y Desarrollo: Generando productividad Institucional	3
Repercusión del liderazgo en la satisfacción laboral en el supermercado TÍA de Atuntaqui y Santa María de Otavalo en la provincia de Imbabura – Ecuador.	Paredes, D.; Ajala, E.; Calderón, L.; Guerra, V., and Otavalo, T.	2022	Ecuador	Revista Espacios	3
Análisis de las variables que influyen en el clima laboral en una manufacturera automotriz en Piedras Negras Coach.	Buentello, C.; Valenzuela, N., and Gómez L.	2020	Mexico	Red internacional de investigadores en competitividad	1
Cultura organizacional como factor para la disminución de rotación del personal en el ramo hotelero-moteler de los municipios de Puebla y Amozoc de Mota.	Rodríguez, R., and Torralba, A.	2022	Mexico	Face	0

Note. Prepared by the authors, 2024..



dissatisfaction if they are absent, these being extrinsic to the job.

Medina *et al.* (2008) refer that motivational factors (intrinsic) are those related to the nature of the functions that the worker carries out. As mentioned by Charaja and Mamani (2014) they are related to the content, activities and duties of the position. As for hygiene factors (extrinsic), they are those located in the environment, as well as the conditions in which the workers work (Medina *et al.*, 2008).

The factors with which the participants related job satisfaction were not the same as those that produced dissatisfaction, thus finding that the opposite of satisfaction is non-satisfaction and the opposite of dissatisfaction is non-dissatisfaction (Crespo *et al.*, 2003). Coinciding with López *et al.* (1981), they refer that Herzberg carried out research where he concluded that the factors that produce satisfaction and those that generate dissatisfaction are different and independent, not being opposite to each other, since both factors are complementary. For their part, Alrawahi *et al.* (2020) mention that hygiene factors must be present for motivational factors to work.

Therefore, although their theory mentions motivational factors as factors that influence motivation, it is also important to consider hygiene factors that, although they do not increase motivation, contribute to avoiding demotivation, which is why both factors must go hand in hand, as Alvarado and Argüello (2018) argue. For these authors, hygiene factors should not be ignored, since they are necessary to have a basis and generate motivation among workers.

Likewise, despite being a theory that emerged in the 1950s, to this day it can be applied in organizations since each of the factors continues to be a key piece for workers to feel good in their workplace, Parra *et al.* (2018), who conducted research regarding the conceptual validity of motivation considered from Herzberg's theory, mention that the countries where there are more publications regarding said theory are the United States and the United Kingdom, where there are potential organizations. They also mention that China, Japan and Malaysia are beginning to

show more interest, since it is one of the theories most considered by organizations that can be applied in different areas, as mentioned by Alrawahi *et al.* (2020), such as construction, insurance companies, hotels, mobile phones, etc.

According to Robbins (2004), motivational factors are achievement, recognition, the work itself, responsibility, progress, growth, as well as hygiene factors such as company policies and administration, supervision, relationship with the supervisor, relationship with colleagues, relationship with subordinates, working conditions, salary, personal life, status, and security.

### Motivational Factors

Smerek and Peterson (2007) mention the following motivational factors:

- **Recognition.** This refers to valued contributions and when they do something well they are recognized, there is gratitude and appreciation.
- **Work itself.** The work they do is interesting, generating a sense of accomplishment.
- **Responsibility.** Allows workers to have control over how the work is done.
- **Progress.** There are opportunities for promotion, workers know what is required to advance; there is internal recruitment.
- **Growth.** Employees are offered the training and development they need to grow and do their job well. Learning is also considered with the presence of someone who encourages development and provides feedback on the progress they have made.
- **Achievement.** Successfully completing a job, as well as solving problems, if applicable (Pereda and García de Tomás, 1985).

### Hygiene Factors

The hygiene factors identified are the following:

- **Relationship with supervisor.** The supervisor communicates well, manages people appropriately, creates an environment of trust, is accessible for conversation, cares

about his team as people, treats them with respect and provides feedback.

- **Relationship with coworkers.** There is respect among coworkers, they can be counted on when needed, and there is teamwork, both in the respective work area and with other areas; everyone cares about each other.
- **Salary.** Compensation is competitive compared to the labor market, payment is fair and in accordance with the work performed, and there are adequate salary increases (Smerek and Peterson, 2007).
- **Relationship with subordinates.** Having a good relationship in different aspects, whether at work or personally.
- **Working conditions.** Refers to adequate spaces, lighting and temperature (Camar-go-Mayorga, 2016).
- **Security.** Having the peace of mind that they will remain in the organization (Charaja and Mamani, 2014).
- **Company policies and administration.** It refers to the policies and procedures that the organization has (Paredes *et al.*, 2022).
- **Supervision.** The competence that managers have, the knowledge they possess to respond to technical issues (Pereda and García de Tomás, 1985).
- **Personal life.** The interference that may or may not exist between work and personal life (Allen and Flores, 1998).
- **Status.** Prestige that a worker has in the organization (Marin and Placencia, 2017).

As mentioned above, Herzberg's theory impacts various aspects valued by organizations. Its factors, both motivational and hygiene, allow other aspects to occur more adequately. More details on the above are provided below:

- Turnover is staff entry and exit that occur over time in an organization (López, 2022). It entails a high cost, both in time and economic resources, since it is the time that the Human Resources area spends on

the entire selection and induction process, in addition to the costs of medical examinations, on some occasions. Therefore, promoting motivation is important to avoid high turnover and, thus, reduce the negative impact that it may bring. If there is an absence of hygiene factors, dissatisfaction will increase, which can cause turnover. Likewise, if motivational factors are present, satisfaction will occur, causing turnover to decrease. Chun and Aisyah (2019) mention that it is important to take the turnover rate into account, which is a problem that organizations face and that entails a high cost, which is why they consider that motivation is important, and that motivational and hygiene factors can help reduce the turnover rate. The environment that can be generated from relationships with supervisors and colleagues, as well as salary, influences the desire to rotate or not, coinciding with Rodríguez and Torralba (2022) regarding salary, indicating that when it is low, turnover usually occurs, and the lack of promotion also generates turnover. Similarly, the lack of personal life; that is, the lack of balance between work and personal life brings with it desires to leave the organization, leading to turnover (Sánchez-Vidal *et al.*, 2011).

- Regarding absenteeism, Berón *et al.* (2021) mention that the World Health Organization (WHO) defines it as the absence of workers from the workplace; it is also when workers attend work, but do not precisely perform their duties. Regarding absenteeism, within the hygiene factors, there is the relationship with supervisors; if there is not a good relationship with leadership, this can lead to workers not feeling well and having constant absences. As Tatamuez-Tarapues *et al.* (2018) mention, control and supervision mechanisms can lead to stress and depression, resulting in absenteeism. Another point within the hygiene factors are the working conditions and the authors indicate that physical spaces, the environment, and work tools that do not allow for an ergonomic posture also influence absenteeism, as well as work overload. In addition, if the relationships with colleagues are not adequate, it can lead

to discomfort and, therefore, absences. Furthermore, EGARSAT, Mutua de Accidentes de Trabajo y Enfermedades Profesionales de la Seguridad Social No. 276 (2008) agrees with the previously mentioned authors, stating that absenteeism can be caused by hygiene factors such as the lack of physical working conditions, ergonomic conditions, company policies, regulations, and the attitudes of leadership towards workers. Additionally, the lack of personal life can trigger absenteeism (Sánchez-Vidal *et al.*, 2011). It is also important to consider motivational factors, including growth; this occurs in workers who perceive little possibility of growth in their professional field and monotonous work, all of which can generate absenteeism (Tatamuez-Trapues *et al.*, 2018).

- Work motivation impacts the work environment. As Restrepo (2016) mentions, a good environment is the right one for all workers to perform their duties; to do so, organizations must provide the right conditions where workers feel good. This can be obtained from motivational and hygiene factors, since organizations must establish strategies that provide workers with an adequate environment, either through motivational factors such as recognition, growth opportunities, or through hygiene factors such as good relationships with leadership, colleagues, etc., and thus promote the fulfillment of their objectives. This means that each of the workers feel motivated, and that there is good interaction, generating a good work environment. Rojas *et al.* (2020) point out that the motivational factor responsibility impacts the work environment, since workers are given autonomy and the opportunity to decide how to perform their duties, as well as add their own creative ideas; this makes them feel free, thus improving the work environment. Furthermore, regarding the progress factor, Rivera (2019) states that internal recruitment has a good impact on motivation and the work environment. One of the hygiene factors that impacts the work environment is salary, which, despite being known to generate short-term motivation, Fernández (2013) mentions that dissatisfaction due to a poor salary should be reduced, since it causes workers to become demotivated, transmitting their discomfort to their colleagues and not contributing to having a good work environment. As Strategia (2017) mentions, approximately 43% change jobs due to having a low salary. Likewise, as Madero (2019) mentions, there are positions with repetitive tasks that are difficult to be enriched, in these cases it is possible to resort to improving salaries and thus improve the work environment.
- Job performance, according to López *et al.* (2021), is the way in which workers strive to carry out their duties effectively to achieve goals. As Ares (2013) mentions, motivation can impact job performance when workers know what they contribute and that they are valued through the motivational factor of recognition, which impacts self-esteem because they feel accepted and they feel confident to contribute, question and solve; they know the place they occupy, resulting in better performance. On the contrary, if workers do not feel valued, they will not have confidence and will be afraid, thus generating low performance. It is important to consider that, to increase their contribution, they must be given feedback about their strengths and areas for improvement. Likewise, having motivated workers who contribute to better performance will increase productivity. Furthermore, Boada (2019) states that the factors of recognition, achievement, the work itself, responsibility and progress have a positive impact on job performance in the long term, thus making organizations more productive because they have more satisfied workers. Adding to the above, Buentello-Martínez *et al.* (2020) point out that workers who feel secure in their job; that is, stable, will be more effective in their job performance. Another factor that impacts job performance is interpersonal relationships with colleagues since, by having greater interaction with others, it promotes the sharing of knowledge and experiences in order to improve the necessary skills (Pérez *et al.*, 2009). On the other hand, Rodríguez and Torralba (2022) mention that Herzberg considers that having all the factors, both motivational and



hygiene, makes workers have a high level of motivation, encouraging them to perform better.

- Finally, productivity is important for all organizations, regardless of the size or sector to which they belong, with a goal of making profits (Díaz and Quintana, 2021). Therefore, it is important that leadership gives recognition to workers for the effort made during their duties, since this leads to an increase in work motivation impacting productivity (Chiang and Ojeda, 2013).

## DISCUSSION

According to the results found, strengths include the existence of a wide literature regarding Herzberg's motivation theory, which allows us to see that there are factors that impact aspects valued by organizations. Despite being a theory from many years ago, it is still being studied today given the relevance of its factors for organizations. It is a theory that can be applied in different types of organizations, which is why there is literature on the subject in different countries.

However, weaknesses include the fact that it does not evaluate the impact of the entire theory, but rather it has focused on the different factors in isolation. That is, there are studies on salary, working conditions, growth, among others, with some factors being more investigated than others, without considering that if all the factors are applied together, they can still have a much greater impact on motivation and thus, impact other valued aspects. Likewise, the Human Resources areas usually see compensation, well-being, and selection processes, among others, and in some way, the different factors are applied; however, the Human Resources areas do not adopt the complete theory with the idea of directly working on motivation issues that can impact many other areas. At this point, if the literature were broader in terms of the impact that the entire application of the theory can have, it would promote its implementation. Likewise, when reviewing the literature related to the theory, it is assumed that people understand each factor in the same way; for example, security. For some it may mean job stability, for others it may mean the integrity of the worker, which is

why further research is required in the exploration of each factor proposed by Herzberg.

On the other hand, several notable aspects have been found within the information found. The authors Chun and Aisyah (2019) carried out a systematic review in Asian and Western countries, while Rodríguez and Torralba (2022) carried out an investigation in Mexico; in both cases the salary, relationships with supervisors and colleagues, lack of promotion, and personal life factors generate an increase or decrease in the turnover rate. Tatamuez-Tarapues *et al.* (2018) carried out a systematic review in Latin America, while EGARSAT (2008) carried out an investigation in Spain. Both highlight that the factors that can lead to constant absences (absenteeism) are supervision, work conditions, relationships with colleagues, personal life, growth, and company policies. Rojas *et al.* (2020) in their study of Colombia, and Rivera (2019), in Ecuador, mention that the responsibility, progress and salary factors must be taken into account if an adequate work environment is to be achieved. As for Boada (2019), Buentello-Martínez *et al.* (2020), and Pérez *et al.* (2009), they conducted their research in Peru, Mexico, and Spain, respectively, and they report that factors such as recognition, achievement, work itself, responsibility, progress, security, and interpersonal relationships impact job performance. Finally, Chiang and Ojeda (2013), in their research conducted in Mexico, mention that the recognition factor is important for increasing productivity.

Through the aforementioned research, it is evident that several of the results coincide with the factors that impact the different aspects evaluated. In addition, as mentioned above, Herzberg's theory is applicable and beneficial for different cultural environments, as demonstrated by the coincidences of results from different countries.

As can be seen, the authors detail that some factors, both motivational and hygiene, can impact on aspects valued such as staff turnover, absenteeism, work environment, job performance, and productivity. Reflecting on this, the following reasons can be given:

- Recognition, which impacts job performance by recognizing the work done. Workers

will work harder because they know that their effort will be valued, committing to the organization and generating greater productivity. A good work environment is also generated, since a valued person feels much happier, transmitting that to the environment.

- The work itself impacts job performance because, if the work they do is interesting, workers will feel motivated, thus having a better performance. This can reduce turnover because they like the activities they do.
- Responsibility. When employees have the autonomy to carry out their duties, they perform better, as they are allowed to be creative and make their own decisions without fear of making mistakes. Likewise, giving them autonomy shows that they are trusted, making them feel good thus creating a good working environment.
- Progress impacts job performance because if the company shows that it values its employees and provides opportunities for promotion, for example, through internal recruitment, they will put more effort into their roles because they know they can grow within the organization. Likewise, providing opportunities for advancement generates a better work environment and lower turnover.
- Growth impacts absenteeism because when workers feel that they are given opportunities to grow and perform their duties better through training, they will feel that they can learn something new, generating a desire to go to work and reducing absenteeism. This also generates a good work environment and lower turnover.
- Achievement impacts job performance because if workers manage to successfully complete a project or assigned task, they will be able to feel motivated and perform better in all other duties.
- The relationship with supervisors. Having a good relationship implies that supervisors generate an environment of trust, as well as concern for their teams, making workers feel good, thereby promoting a

lower rate of absenteeism and turnover, as well as a better work environment.

- As for the relationship with colleagues, if there is a good relationship, absenteeism will decrease, since the work environment will be good and there will be less staff turnover. There will also be better performance and this can occur because, by having a good relationship with colleagues, better teamwork will be achieved, learning from each other.
- Working conditions can reduce absenteeism because, if there are inadequate conditions, the health of workers can be affected, generating constant absences.
- Salary is important for workers because it allows them to cover their needs. If low salaries are offered, the turnover rate may increase because workers will look for new job opportunities. In addition, if workers are unable to cover their needs, they will not feel well emotionally, having worries that affect the work environment.
- The security that workers can feel has an impact on job performance, because they work with more peace of mind knowing that they have job stability.
- Company policy and management may have rules that workers do not agree with or feel comfortable with, which can promote absenteeism.
- The balance between work and personal life allows workers to feel the peace of mind that they are given flexibility in personal matters that may arise, whether it is an emergency or even being able to carry out activities outside of their work routine, which is highly valued by workers nowadays. This can lead to lower turnover and less absenteeism.

It can be seen that everything is related. A single factor can impact many aspects; therefore, if organizations decide to implement Herzberg's theory, the result would be positive for many other important aspects.

## CONCLUSIONS

This paper shows that, in organizations, placing emphasis on work motivation provides many benefits, both for workers and for organizations. Keeping workers motivated through Herzberg's theory is beneficial because it impacts on valued aspects, such as staff turnover, absenteeism, work environment, job performance, and all of this related to productivity, through its motivational and hygiene factors. It is important that both factors are present, since they will facilitate the achievement of organizational objectives and, at the same time, allow workers to also achieve their personal objectives.

The implementation of Herzberg's theory will also have an impact on the profits of organizations, but without leaving aside the importance of the needs and desires of workers, for which it is important that leaders are involved in the implementation of the various factors, since in many of them the role of leaders is relevant.

Likewise, it is a theory that can be implemented in different types of organizations and countries, since its factors are universal, being of interest to all people, as well as applicable to different organizational cultures, which is why in different organizations a positive impact will be obtained in the aforementioned valued aspects.

Organizations are recommended to implement Herzberg's theory in its entirety from a motivational perspective, so that they can improve different aspects. To implement the factors, surveys can be applied beforehand where workers can express what they would most like to have from each factor.

Likewise, future research can expand the review of Herzberg's theory, especially regarding the meaning of each of its factors and how the theory impacts other aspects valued by organizations other than those studied in this paper.

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#### Conflict of Interest

The author has no conflicts of interest to declare.

#### Author Contributions

Yanira Gibu La Torre (lead author): conceptualization, curation, formal analysis, investigation, methodology, project administration, resources, supervision, validation, visualization, writing (original draft, review and editing).