



# An Analysis of Herzberg's Two-Factor Theory of Motivation and Employee Turnover in The BPO Industry

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## ABSTRACT

In today's competitive business environment, employees are the backbone of organizations, making their contributions invaluable. However, employee turnover remains a prevalent challenge across industries. This study examined the connection between motivation and employee turnover in the BPO industry, guided by Herzberg's Two-Factor Theory, wherein intrinsic and extrinsic factors were identified as the two motivational factors influencing an employee's motivation level. The research materials used were modified survey questionnaires by Tan and Waheed (2011): "Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: the mediating effect of love of money." Ayalew (2015), in his study, "The Impact of Job Satisfaction on Employee Turnover Intention. Furthermore, a descriptive research approach was used in this study. The general result for the intrinsic motivational factors, such as achievement, recognition, and growth, attained an overall mean of 4.02 and a standard deviation of 0.77 with a high descriptive equivalent. The extrinsic indicator yielded an overall mean of 3.72 and a standard deviation of 0.95, a satisfactory descriptive equivalent. Multiple Regression Analysis was used to establish a strong connection between intrinsic and extrinsic motivation and employee turnover. The analysis revealed a statistically significant relationship, with an R-square value of 0.429 and beta values of (-0.324,  $p < 0.05$ ) for intrinsic motivation and (Beta = -0.63,  $p < 0.05$ ) for extrinsic motivation, ultimately leading to the rejection of the hypothesis.

**Keywords:** Employee, Employee Turnover, Growth, Job Dissatisfaction, Motivation, Availability of Alternatives, BPO.

## I. INTRODUCTION

In today's highly competitive world, a business can only progress with the strength of its employees. They are considered the backbone of every organization, and their massive contribution makes them the most important and valuable asset. Doubtless, their passion and hard work are what keep the company functioning successfully. However, there is no assurance that employees will stay with one company all their lives. Besides, employee turnover is inevitable in several business areas; this is familiar. Many organizations have always faced employee turnover (Alaniz, 2014). The loss of competent and skilled employees may reduce innovation, competitiveness, and quality of service within the company (Miller, 2010, as cited in Pillai and Mathew, 2020). Employee turnover incurs significant expenses due to recruitment selection and training for newly hired employees (Abbasi and Hollman, 2008, as cited in Pillai and Mathew, 2020). According to Martinelli (2017), several factors influence someone to leave their current job. Similarly, Herzberg's Two-Factor Theory of Motivation identified several factors that encourage job satisfaction and prevent job dissatisfaction (Kurt, 2022); these factors can significantly influence employees' decisions on whether to stay or leave their current job. Prior research conducted by Nelson (2021) stated that the causes of high turnover are those that lead to absenteeism. Employees who do not seem interested or motivated can either stay or quit. Employees get motivated once recognized, appreciated, loved, and valued. Once the organization takes this for granted, employees will look for new opportunities outside the company, leading to employee turnover (Tschohl, 2021).

Like any other organization, the BPO industry also encounters this alarming issue of employee turnover, and its ratio is considerably high due to many factors, including employee motivation. Motivations are divided into two types: intrinsic motivation, which comes from internal factors, and extrinsic motivation, which arises from external aspects. Intrinsic motivation refers to the desire to learn and work, whereas control and self-counseling are characterized by extrinsic motivation (Ryan and Deci, 2000, as cited in Pillai and Mathew, 2020). Many researchers have studied the cause and its impact on employee turnover and retention in Pakistan. A study reveals that employees working in the BPO industry in Pakistan are dissatisfied with their jobs, and the intention to leave is considerably high. Furthermore, they also found a significant relationship between intrinsic and extrinsic motivation within organizational commitment

(Malhotra et al., 2007, as cited by Anwar et al., 2018). Similarly, one of the biggest and most consistent challenges in the Philippine BPO industry has always been the employee turnover rate.

Doubtless, it has always been a pressing challenge for BPO companies to fill vacant positions due to a talent shortage (Nelson, 2021). Motivational factors like pay, growth in the workplace, company policies, relations with others, achievement, and recognition affect job satisfaction and tremendously affect employee turnover. The study reveals a significant correlation coefficient between job satisfaction and employee turnover. Once motivational factors affecting job satisfaction decrease, the employees' intention to leave the company tends to increase (Chan et al., 2012). Many researchers have studied motivation and its connection to employee turnover in different sectors like banks, insurance companies, and educational and industrial sectors. However, the turnover in industry in Davao City should have been more focused on, and the problem exists. In the local setting, one of the employees of VXI, a Davao-based BP company, said there is a high employee turnover rate for many reasons, including employee motivation. Grounded in Herzberg's Two-Factor Theory of Motivation, this study aims to pinpoint further the connection between motivation and employee turnover in an organization in the BPO industry; after that, it seeks to develop recommendations related to best human resource practices that can further motivate employees to retain their current jobs.

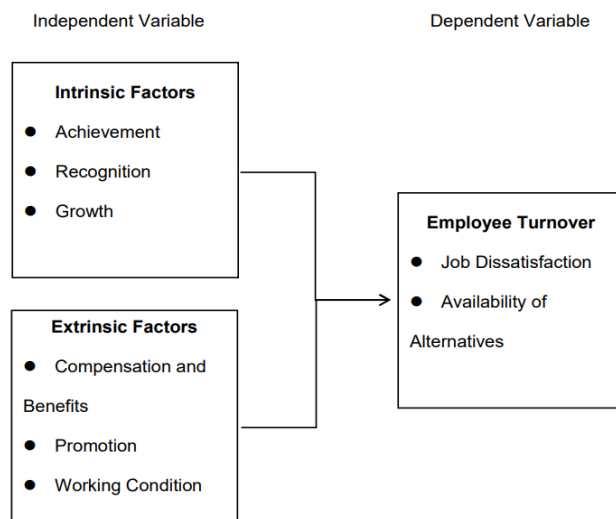
Prior research by Banerjee (2018), in his paper entitled, "Relationship between Employee Motivation & Turnover Intention in Information Technology Sector," indicates a high correlation between motivation and employee turnover. Accordingly, researchers found a positive relationship between employee motivation, job satisfaction, and length of service. They conclude that the higher the motivation and organizational commitment level, the lower the employees' intention to leave their jobs. Similarly, in the "Relationship between Employees Motivation and Turnover Intention" paper, Manzoor (2021) also concluded a significant and empirical correlation between intrinsic and extrinsic motivation and employee turnover intention.

Given the literature provided, this study is anchored to Herzberg's Two-Factor Theory of Motivation (1959), wherein intrinsic and extrinsic factors were identified as influencing an employee's motivation level. According to Herzberg's Theory, job factors can cause job satisfaction, while different job factors prevent dissatisfaction in the workplace. These job factors were divided into two categories: hygiene factors (Extrinsic Motivators) and motivational factors (intrinsic motivations) (Khan, 2018). Hygiene factors include compensation and benefits, promotion, and working conditions. This factor aims to meet employees'

physiological needs to prevent dissatisfaction. On the other hand, motivational factors cover intrinsic needs related to workplace satisfaction. These factors include achievement, recognition, and growth (Kurt, 2021). Once these factors are combined, they can influence employees' decisions that affect their commitment to their workplace organization.

Additionally, this theory is supported by Vroom's Expectancy theory (1964), which implies that an individual enters a work organization with expectations and values. If these expectations and values are fulfilled, they will likely show commitment to the organization. However, if these expectations are not fulfilled, hostile behaviors such as absenteeism and intention to leave will occur. Employee turnover can correlate with employee expectations regarding rewards, compensation, working conditions, and recognition. Thus, the expectancy theory suggests that employees will put in the same level of effort and commitment equal to what they expect to receive in return. On the other hand, according to the intermediate linkages model proposed by Mobley (1977), Job dissatisfaction and the availability of alternatives can ultimately influence turnover. Mobley indicated that dissatisfaction leads to thinking about quitting, which leads to evaluating the expected utility and cost of the job search. Based on that evaluation, an intention to search for a different job may occur. The actual search for alternative jobs may commence if such an intention occurs. Once alternatives are identified, a final evaluation occurs in which the prospective job is compared to the current job. If the alternative job is deemed more favorable, an intention to quit may arise, eventually leading to a turnover.

The illustration below shows the study's conceptual framework for independent and dependent variables. The independent variable is motivation, divided into intrinsic and extrinsic factors (Herzberg, 1959), with three indicators under each element. Intrinsic factors include achievement, which is defined (2020) as something that has already been accomplished; recognition, which is represented by Maharjan (2018), as the practice of acknowledging an individual or team's behavior publicly for their excellent performance; effort, and accomplishment; and growth, which refers to the ability of the organization to meet the demands of their employee's personal desires and professional aspirations to accomplish and improve their careers in the workplace. Meanwhile, three indicators under extrinsic factors include compensation and benefits, defined by Donohoe (2018) as the monetary and non-monetary benefits provided by the firm to its employees which is beyond their due earnings; promotion, defined by Heathfield (2019), as the advancement of an employee from one job position to another job position involving a higher level of work, greater responsibility, higher levels of authority and a higher salary range; and working conditions, which refer to the working environment, demands, and requirements of a job that affect employees' job satisfaction which serves as the framework for how a worker is expected to carry out his duties (Peterson, 2018). On the other hand, the dependent variable is employee turnover, defined as the movement of employees within the labor market between businesses, jobs, and professions and between employment and unemployment. Two indicators of employee turnover include job dissatisfaction, which refers to a circumstance in which employees' work expectations are not achieved. This leads to an unfavorable perception of their duties and the firm and a lack of passion for and commitment to their work. Dedication to their job and availability of alternatives are defined as offering a choice or other options. The framework refers to the research topic "An analysis of Herzberg's Two-Factor Theory of Motivation and Turnover in the BPO Industry."



## II. RESEARCH METHODS

### 2.1 Research Respondent

The study's respondents were the current employees of the selected BPO companies, such as VXI Global Solutions, Inc. and Sutherland Global Services, as these companies are among the Top BPO Companies in Davao City, according to Goodfirms (2022). Seventy-five respondents from each organization will be chosen to participate in the study. All of these participants were selected through purposive sampling. According to Kothari (2004), purposive sampling is a method of collecting data in which the researcher employs his or her discretion in selecting individuals in the population to participate in the research study.

### 2.2 Materials and Instrument

The research instrument used in this study was a survey questionnaire by Tan and Waheed (2011): "Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: the mediating effect of love of money." Moreover, Ayalew (2016), in his study "The Impact of Job Satisfaction on Employee Turnover Intention," determined the following based on the research study's previously stated indicators. The instrument assessed the relationship between employee motivation and turnover in the BPO industry. The questionnaire contains three indicators under Intrinsic factors, three under extrinsic factors, and two under Employee turnover. The instrument's scale illustrated below is used to interpret the scale and range when answering the questionnaire.

**Scale of Instrument in terms of Employee motivation**

Scale	Range	Description	Interpretation
5	4.21–5.00	Very High	It means that the level of employee motivation is very satisfactory.
4	3.50–4.20	High	It means that the level of employee motivation is satisfactory.
3	2.6–3.49	Moderate	It means that the level of employee motivation is moderately satisfactory.
2	1.81–2.60	Fair	It means that the level of employee motivation is dissatisfactory.
1	1.0–1.80	Poor	It means that the level of employee motivation is very dissatisfactory.

**Scale of Instrument in terms of Employee Turnover**

Scale	Range	Description	Interpretation
5	4.21–5.00	Very High	It means that the level of employee turnover is always manifesting.
4	3.50–4.20	High	It means that the level of employee turnover is frequently manifesting.
3	2.61–3.49	Moderate	It means that the level of employee turnover is occasionally manifesting.
2	1.81–2.60	Fair	It means that the level of employee turnover is rarely manifesting.
1	1.00–1.80	Poor	It means that the level of employee turnover is never manifesting.

### 2.3 Design and Procedure

The descriptive research method was used in this study to determine the connection between motivation and employee turnover in the BPO industry. According to Creswell (1994), the descriptive research method obtains data about current problems. This methodology is concerned with answering questions about the "what" of the study issue.

instead of the "why." Rather than emphasizing the "why," the main objective of descriptive research is simply to state the demographics according to the study. In the gathering of data, researchers observed the following steps: (1) Permission to conduct the study, and the researcher presented a letter of consent for the approval to conduct a study; (2) Construction and validation of the test instrument, the researchers constructed a questionnaire and presented it to the adviser for evaluation and validated by the research panel; (3) Distribution of questionnaire, the researchers handed survey questionnaires to potential respondents and instructed them to fill out the required questions, and the distribution of survey questionnaire is done during their vacant time; (4) Scoring and collation of data, the data were generated from the survey and had been collected, tallied, and subjected to statistical interpretation and analysis; and (5) Analysis and interpretation of data, the raw scores together with the data were submitted to the statistician for computation and analysis and interpretation. Meanwhile, the following statistical tools were used in the interpretation of data: (1) Mean, a tool used to determine the connection between motivation and employee turnover in the BPO industry; and (2) Correlation and Regression, this method was employed to assess the study's significant relationship between motivation and employee turnover.

### III. RESULTS AND DISCUSSION

Table 1 exhibits the study results, presenting the summary level of achievement, recognition, and growth as sub-indicators for intrinsic factors. The first sub-indicator achievement obtained the highest overall mean of 4.11 with the lowest standard deviation of 0.64 and a high descriptive equivalent. In the case of the sub-indicator, namely recognition, it shows that employees have a high level of recognition with an overall lowest mean score of 3.87 and the highest standard deviation of 0.93 with a high descriptive equivalent. The last sub-indicator, growth, obtains a grand overall mean of 4.07 and a standard deviation of 0.81 with a high descriptive equivalent.

**Table 1: Intrinsic Factors Summary**

Indicator	Mean	Standard Deviation	Interpretation
Achievement	4.11	0.64	High
Recognition	3.87	0.93	High
Growth	4.07	0.81	High
<b>Overall</b>	4.02	0.74	High

These results are further interpreted to indicate that the level of employee motivation is satisfactory. The level of Intrinsic Motivational factors in the three sub-indicators is high, with an overall mean of 4.02 and a standard deviation of 0.74, which implies that the Intrinsic Motivational Factors are often observed. The result of the sub-indicators under intrinsic factors reveals that BPO employees' motivation is satisfactory, as their work fulfills their expectations, although not perfectly. This aligns with Herzberg's Two Factor Theory, which suggests job satisfaction is driven by several factors, including achievement, recognition, and growth, contributing to employee motivation.

**Table 2: Extrinsic Factors Summary**

Indicator	Mean	Standard Deviation	Interpretation
Compensation and Benefits	3.72	0.95	High
Promotion	3.8	0.91	High
Working Conditions	4.04	0.72	High
<b>Overall</b>	3.72	0.95	High

Table 2 exhibits the study result as the summary level of Compensation and Benefits, Promotion, and Working Conditions as indicators for extrinsic factors. The first sub-indicator, compensation, and benefits, obtained the lowest overall mean of 3.72 and the highest standard deviation of 0.95 with a high descriptive equivalent. In the case of the sub-indicator, namely promotion, it obtains a grand overall mean of 3.8 and a standard deviation of 0.91 with a high descriptive equivalent. The last sub-indicator, namely working conditions, obtains the highest overall mean of 4.04 and lowest standard deviation of 0.72 with a high descriptive equivalent. These results are further interpreted to indicate that the level of employee motivation is satisfactory. The level of Extrinsic Motivational factors in the three sub-indicators is high, with an overall mean of 3.72 and a standard deviation of 0.95, implying that the Intrinsic Motivational Factors are often observed. The compensation and benefits, promotion, and working conditions indicators indicate that BPO respondent's motivation is satisfactory, indicating that their work fulfills their expectations or needs, although not so outstanding or perfect. This satisfaction is reflected in their overall motivation.



**Table 3: Employee Turnover Summary**

Indicator	Mean	Standard Deviation	Interpretation
Job Dissatisfaction	2.80	1.22	Moderate
Availability of Alternatives	3.34	1.03	Moderate
Overall Mean	3.72	1.08	Moderate

Table 3 summarizes employee turnover based on the two sub-indicators: job dissatisfaction and availability of alternatives. Regarding the first indicator, job dissatisfaction, it obtains a grand overall mean of 2.80 and a standard deviation of 1.22 with a moderate descriptive equivalent. In the case of the sub-indicator, namely the availability of alternatives, it obtains the highest overall mean of 3.34 and the lowest standard deviation of 1.03 with a moderate descriptive equivalent. Thus, combining the indicators' results under the dependent variable, the grand overall mean is 3.07, and the standard deviation is 1.07 with moderate descriptive equivalent. The result of Job Dissatisfaction highlights that the BPO respondent's motivation is moderately satisfactory, which means that the statistical results demonstrate that Mobley's proposed model, which is the Intermediate Linkage Model (1977), proposes that dissatisfaction leads to thinking about quitting, which in turn leads to an evaluation of the expected utility and cost of the job search provides a valid approach for employees' job dissatisfaction inquiry. The result of the availability of alternatives also highlights the BPO respondents' motivation as moderately satisfactory.

Furthermore, the statistical findings support Mobley's proposed concept, the Intermediate Linkage concept (1977), which contends that if a better-paying job becomes available, there may be a tendency to consider leaving, eventually resulting in a spike in turnover.

**Table 4: Relationship of the Independent Variable to Employee Turnover**

Variables	r	P-value	R-square	Beta value	Decision
(A) Intrinsic Motivation to Employee Turnover	55.18	p<0.05	0.429	-0.324, p<0.05	Decrease in both significantly increase turnover.
(B) Extrinsic Motivation to Employee Turnover				0.63, p<0.05	

Table 4 shows a significant relationship between motivational factors and employee turnover. It indicates that motivation plays a crucial role in influencing employee turnover. These findings imply that within the BPO Industry, a decrease in intrinsic and extrinsic motivations leads to a significant increase in employee turnover. The rejection of the hypothesis, supported by the p-value being less than the significance level ( $\alpha = 0.05$ ), underscores the importance of motivation in influencing turnover intentions. A study by Khan et al. (2016) also supports this correlation, highlighting a significant link between intrinsic and extrinsic motivation and turnover intention. So, it indicates that motivation can be obtained from various sources, each with significance. However, if an employer is interested in keeping those hired and decreasing their intention to quit, they must keep their employees motivated. It concludes that motivation is essential in employee retention and positively correlates with turnover intention.

In the context of the Herzberg Two-Factor Theory, which posits that intrinsic and extrinsic factors contribute to employee motivation, the study's results align well. In summary, the study's findings contribute to understanding motivation's crucial role in turnover intentions, corroborating the Herzberg Two Factor Theory's principles and emphasizing the significance of maintaining motivation to reduce employee turnover within the BPO Industry.

#### IV. CONCLUSION AND RECOMMENDATIONS

A critical concern within the BPO industry revolves around the rapid escalation of employee turnover rates. To address this issue, an in-depth exploration of factors impacting employees' job decisions was undertaken, primarily focusing on employee motivation – intrinsic motivation (stemming from internal factors) and extrinsic motivation (arising from external aspects). The study also delved into the dependent variable, employee turnover, dissected into two indicators: job satisfaction and the availability of alternatives. The findings reveal that the intrinsic motivational factors, such as achievement, recognition, and growth, attained an overall mean of 4.02 and a standard deviation of 0.77, signifying a high level of motivation among the selected BPO employees. In contrast, the extrinsic indicator yielded an overall mean of 3.72 and a standard deviation of 0.95, indicating that extrinsic motivation falls below satisfactory levels due to sub-optimal experiences concerning compensation benefits, promotions, and working conditions within their respective organizational settings.

Furthermore, the study established a robust linkage between the independent variable and employee turnover, employing Multiple Regression Analysis (MRA) to illuminate the interplay between intrinsic and extrinsic motivation and turnover. The MRA data disclosed a sum of squares regression of approximately 74.991, with degrees of freedom at two and a corresponding mean square of 37.495, culminating in an F-statistic of 55.18. The ANOVA result mirrored this F-value of 55.18, accompanied by a compelling P-value of less than 0.05, indicating a statistically significant relationship. The resultant R-square value of 0.429 denotes a moderate correlation, further substantiated by beta- values of (-0.324, p<0.05) for intrinsic motivation and (Beta = -0.63, p<0.05) for extrinsic motivation. The hypothesis is convincingly rejected as the p-value for the test is below the significance threshold ( $\alpha = 0.05$ ).

By meticulously evaluating essential variables and anchoring the study on Herzberg's Two-Factor Theory of Motivation (1959), the research underscores the suitability of utilizing intrinsic and extrinsic factors as independent variables for employee motivation. Concurrently, the intermediary linkages model posited by Mobley (1977) gains prominence as a valuable framework for the dependent variable of employee turnover, encompassing job dissatisfaction and the allure of alternative opportunities that ultimately wield considerable influence over turnover outcomes. The study's findings present valuable suggestions for addressing the critical concern of escalating employee turnover rates within the BPO industry. The research explored factors influencing employees' job decisions, focusing on intrinsic and extrinsic motivation. Notably, the study's analysis revealed that while intrinsic motivational factors such as achievement, recognition, and growth exhibited a high mean score of 4.02, the level of extrinsic motivation, encompassing compensation, promotions, and working conditions, received a lower mean score of 3.72 due to perceived deficiencies.

To effectively combat this issue, the study proposes actionable steps. Firstly, BPO firms should focus on enriching extrinsic and intrinsic motivational factors. Specifically, compensation and benefits are extrinsic motivation since they gathered the lowest level of satisfaction among selected BPO employees. With that, BPO firms should reevaluate and revise their compensation and benefits strategies. This could involve conducting thorough market research, seeking employee feedback, and aligning compensation structures with industry standards. Concretely, they can provide flexible benefits packages, allowing employees to choose benefits that suit their needs, such as health insurance options and retirement plans. This approach recognizes the diversity of needs within the workforce. On the other hand, recognition is intrinsic motivation since it gathered the lowest level of satisfaction among selected BPO employees. With that, BPO firms should organize regular events or ceremonies to formally recognize and appreciate employee contributions. This could include awards ceremonies, team-building events, or employee appreciation days.

Within the private sector, organizations can leverage the study's findings to refine their strategies for motivating employees and managing turnover. Simultaneously, the study emphasizes the importance of providing opportunities for skill development, specifically in implementing comprehensive training programs that focus on job-specific skills and broader professional development. Moreover, clear career pathways can also significantly elevate job satisfaction. With that, the private sector must provide career growth opportunities such as conducting workshops or training sessions that educate employees about potential career paths within the organization. These actions may increase job satisfaction, reduce turnover, and enhance organizational performance.

Lastly, the results of this research may assist future researchers because it would serve as their basis and reference for ideas for any related study and research about Herzberg's Two-Factor theory of motivation and employee turnover in the BPO Industry. This provides a repository of knowledge and information available for analysis. Future researchers may use the findings of this study to advance their research further.

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