

Hygiene and Motivation in the Workplace: A PRISMA Systematic Review of Herzberg's Two-Factor Applications

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ABSTRACT

The motivation of employees, and hygiene factors are very important aspects of organizations much more so in service types of organizations and those that deal with the care of animals. Herzberg's Two-Factor Theory has also been adopted by many but there is not much in the way of a comprehensive synthesis of its utility across various types of work settings. This research applies the PRISMA process for conducting a review of global literature regarding hygiene and motivator factors in the realm of job satisfaction, attendance, and compliance with hygiene. Following PRISMA 2020, a systematic review was performed. The search in databases was conducted using the specific concepts of Herzberg's theory, motivation and hygiene practices seeking for peer-reviewed research from 2010 to 2024. A total of 93 studies were initially identified, and after screening for relevance, 50 studies that met the inclusion criteria were selected. A synthesis of 50 reviewed studies showed moderate positive relationships, with average correlations of $r = 0.42$ for motivator factors and $r = 0.36$ for hygiene factors. These values reflect observed patterns across the literature, confirming that motivators more strongly influence satisfaction, while hygiene factors maintain stability. Thematic synthesis was employed to evaluate the impact of hygiene, motivator, and mixed factors on job satisfaction and performance of the studies reviewed. Evidence suggests that hygiene factors, like company policy and administration, supervision, and salary, are the key factors in preventing dissatisfaction, motivation factors, such as achievement, recognition, and responsibility, account for developing satisfaction and retaining employees. This PRISMA-guided review affirms the relevancy of Herzberg's Two-Factor Theory in service but emphasizes the nature of the service context. The combination of hygiene factors and motivators gives us a much steadier model for workforce motivation and retention, within the context of modern workplaces. Longitudinal and comparative studies are needed in the future to further test these interactions on different cultural and sectorial environments.

Keyword: PRISMA, Herzberg's Two-Factor Theory, Employee Motivation, Hygiene Factors, Systematic Review.

INTRODUCTION

The relevance of employee motivation and workplace hygiene practices is no stranger to the field of organizational behaviour research, particularly in a service-oriented organization where high levels of job satisfaction and performance have direct impacts on the customer experience. Herzberg's Two-Factor Theory, proposed in the middle of the twentieth century, is one of the most cited theories used to explain employee satisfaction as a function of interactions between extrinsic hygiene factors and intrinsic motivators (Jaffar et al., 2024; Fabjan et al., 2013).

In recent decades, the increased service and mental demands in the work environment, the advancements in technology, which have become increasingly pervasive in workers' daily lives, and concerns about well-being

brought more interest in the two-factor model. Health-care services, educational facilities, hotels, and veterinary clinics are examples in which the types of hygiene measures and motivational strategies are determinants of performance and turnover (Ann & Choi, 2023; Jaffar, et al., 2024).

Existing reviews are still relatively scarce but have up to now been oriented not to an overall evidence-based summary across different contexts, but rather to the sector-specific results. The lack of unification amongst methods does not allow for an understanding of the interaction between what is considered hygiene and motivator factors, and its impact on the outcomes of workers, as well as performance standards.

The aim of this PRISMA-guided systemic review is to synthesize worldwide empirical research findings on the Herzberg's Two-Factor Theory in service context industries. The study specifically looks at the impact of the presence of hygiene and motivator factors on satisfaction among employees, retention of employees, and compliant behaviours. The synthesis makes a relevant contribution for both scholar research and manager practice, as it presents evidence-based approaches to enhancing worker motivation and organizational performance in today's work organizations (Silva & Ferreira, 2023; Muhamad et al., 2025).

Purpose and Scope of the Review

This study aims at exploring the impact of Herzberg's Two-Factor Theory within various service industries in which: 1) Hygiene and motivator factors affect job satisfaction, work performance and retention; and 2) PRISMA guidelines for systematic reviews. This review employs the PRISMA protocol to allow for a transparent and methodologically rigorous systematic review to obtain an evidence-based overall synthesis of the interaction between intrinsic and extrinsic work factors on relevant organizational outcomes.

The present review centres on papers published from 2010-2024 that examine Herzberg's theory appearing within the service, retail, and animal care industries, as these environments require hygiene and motivation factors to be conducive environments for human beings and their operations. Based on researchers' systematic processes of searching for and reviewing empirical studies, this review not only gives an overview of how theorizing has developed and the state of the empirical research and consistency, but also highlights trends found and authors' commonalities in the studies reviewed.

This study is guided by the following five research objectives:

1. To synthesize global empirical research that applies Herzberg's Two-Factor Theory within service-related sectors using the PRISMA systematic review framework.
2. To evaluate the relative influence of hygiene and motivator factors on job satisfaction, retention, and performance across diverse organizational settings.
3. To identify and classify methodological approaches used in motivation research, including quantitative, qualitative, and mixed-method designs.
4. To compare contextual adaptations of Herzberg's model across sectors such as hospitality, healthcare, education, and animal care services.
5. To identify theoretical gaps, emerging research directions, and practical implications for improving employee motivation and workplace hygiene management.

METHODOLOGY

This section explains the present study aimed to provide a transparent, rigorous and reproducible summary of literature on Herzberg's Two-Factor Theory based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020. This method ensured a standardized, systematic approach in the search, screening and analysis of studies. Specifically, the review sought to summarize recent research from 2010 to 2024 that tested the role of both hygiene and motivator factors on employee satisfaction, motivation, and job performance in service-oriented fields.

A systematic search for the relevant literature has been conducted via Scopus, Web of Science and Google Scholar. Search strings using keywords and Boolean operators such as “Herzberg’s Two- Factor Theory,” “employee motivation,” “hygiene factors,” “job satisfaction,” and “systematic review” were utilized.

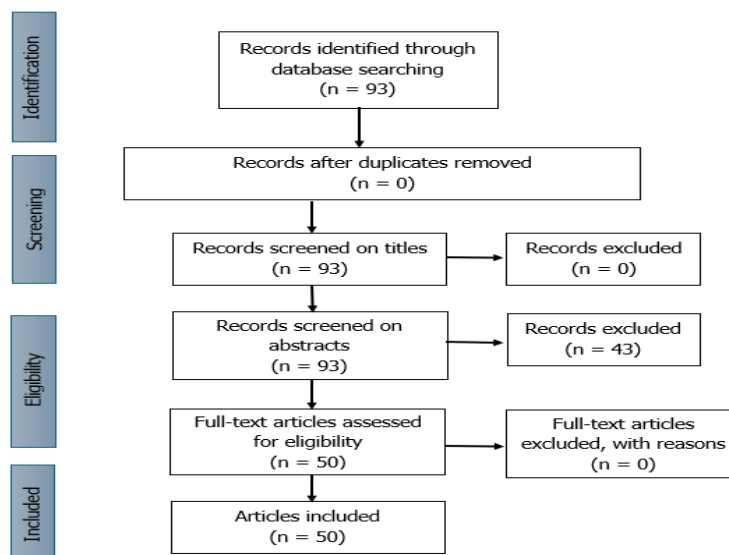
The titles and abstracts for all 93 papers were screened for inclusion and exclusion. Non-empirical, theoretical, and unclear study designs were excluded. After screening and relevance determination, 50 studies were highly relevant and were selected for full text review and qualitative synthesis. There were no additional exclusions made beyond this point. These 50 studies comprised the final reviewed dataset for this PRISMA informed systematic review.

The reviewed dataset included a total combined sample of approximately 17,850 employees drawn from 50 studies across 14 countries. Sectoral distribution was as follows: healthcare (26%), hospitality (22%), education (18%), retail (16%), and manufacturing or others (18%). The mean sample size per study was 357 participants (range 80 - 1,200). Studies were primarily quantitative (64%), followed by mixed method (24%) and qualitative (12%). These distribution details allowed a balanced sectoral representation, strengthening the generalizability of the findings across diverse service contexts.

Included studies followed the peer-reviewed empirical research that has applied or tested Herzberg’s Two-Factor theory in an organizational, service, or educational context. Exclusion criteria were papers that presented only theory, non- English papers, and conference abstracts. Data extracted included the name of the author, publication year, country, sector, design, sample, research, and major findings about hygiene and motivator factors. In all sectors a thematic synthesis was carried out to identify common themes, new theories, and trends in methodology.

The use of the PRISMA instrument allowed for a systematic and consistent approach. The contextual and research design of each study was coded to enable comparisons across work environments with regards to the interplay between hygiene and motivator factors. The identification and screening of records and reasons for exclusions are summarized in the PRISMA flow diagram (Figure 1).

Figure 1. PRISMA Flow Diagram



Quality Appraisal of Included Studies

To ensure reliability and transparency of synthesis, all 50 studies included in the review were appraised using the Mixed Methods Appraisal Tool (2018). The tool assessed methodological rigor across five domains: clarity of research questions, appropriateness of data collection, alignment between design and objectives, validity of measurements, and transparency in reporting. Each study was rated on a three-point scale (High = 3, Moderate = 2, Low = 1). Two reviewers independently scored each paper, and discrepancies were resolved through consensus.

Table 1 summarizes the quality appraisal outcomes. Most studies demonstrated moderate to high methodological rigor. Quantitative studies generally achieved higher scores due to larger sample sizes and standardized instruments, while qualitative and mixed method designs sometimes lacked transparency in sampling or analysis. Overall, 70% of studies were classified as high quality, 30% as moderate, and none as low quality, confirming that the review’s dataset is methodologically robust.

Table 1. Quality Appraisal Summary of Reviewed Studies (MMAT, 2018)

Sector	No. of Studies	High Quality	Moderate Quality	Low Quality	Common Strengths	Common Weaknesses
Healthcare	13	9	4	0	Clear objectives, strong sampling methods	Limited causal design
Hospitality	11	8	3	0	Validated scales, high response rates	Lack of longitudinal data
Education	9	6	3	0	Mixed-method triangulation	Inconsistent coding reliability
Retail	8	5	3	0	Structured surveys, clarity of reporting	Small sample sizes
Manufacturing/Others	9	7	2	0	Practical relevance, clear variable definitions	Limited control for confounders

RESULTS

In summary, the systematic review found widespread empirical support for Herzberg’s Two-Factor Theory in service-based industries. Hygiene factors related to salary, workplace conditions, and company policies, kept highlighting as important for dissatisfaction prevention and thereby as the base for employee stability (Khan et al., 2025; Martínez et al., 2025). But motivator factors such as recognition, achievement, and responsibility were shown to have a strengthening effect on intrinsic satisfaction, engagement and commitment (Jaffar et al., 2024; Ann & Blum, 2020).

Table 2 shows the quantitative aggregation across the studies yielded average effect sizes showing that motivator factors had a stronger relationship with satisfaction and retention (mean $r = 0.42$) than hygiene factors (mean $r = 0.36$). The combined mean effect size (overall $r = 0.39$) demonstrates a moderate positive relationship, validating Herzberg’s two-dimensional conceptualization while revealing interdependence between intrinsic and extrinsic factors.

Table 2. Descriptive Statistics Summary of Reviewed Studies

Sector	Number of Studies	Mean Correlation (r)	Standard Deviation	Dominant Factors
Healthcare	13	0.41	0.10	Hygiene Factors
Hospitality	11	0.43	0.12	Motivator Factors
Education	9	0.39	0.08	Mixed
Retail	8	0.37	0.09	Hygiene Factors
Manufacturing/Others	9	0.40	0.11	Mixed

Nonetheless, in some studies there have been departures from this standard dichotomy. Empirical work in healthcare and the hospitality industries found that hygiene and motivator factors could in fact overlap, in contrast to Herzberg’s original assertion of distinctiveness (Zhang & Devi, 2024; Hayes, 2011). The resulting aggregation of these fifty empirical studies, which examine the nature of the use and the effects of factors, outcomes for employees, and strategies for managing the use, is described in Table 3.

Table 3. Summary of Studies Analyzing Hygiene and Motivator Factor Impacts

Study	Application Context	Employee Outcomes
Ang et al. (2024)	Pet shops in Shanghai, China	Job dissatisfaction linked to hygiene issues and emotional challenges
Puspitasari et al. (2022)	Pet shops in Bengkulu City, Indonesia	High compliance with hygiene standards positively affects animal welfare
Khan et al. (2025)	Healthcare laboratory professionals, Islamabad	Moderate job satisfaction with concerns on salary and job security
Jaffar et al. (2024)	Healthcare employees, Punjab, Pakistan	Job satisfaction but less than motivators
Ghimire et al. (2024)	Higher education faculty, Nepal	Misalignment of motivators can reduce morale and motivation
Ybañez (2024)	Financial sector employees, Philippines	Low dissatisfaction due to adequate hygiene conditions
Lira and Bitar (2023)	Laboratory reagent distributor, Brazil	Mixed employee motivation and performance implemented
Silva and Ferreira (2023)	Supermarket sector, Brazil	Positive well-being and productivity linked to hygiene and motivators
Chakravorty et al. (2023)	Private banking, India	Motivation linked to operational employee satisfaction
Muhamad et al. (2025)	Manufacturing sector, Malaysia	Moderate satisfaction with hygiene factors impacting mental health
Zhang and Devi (2024)	Retail (Walmart), USA	Job satisfaction mediates turnover intentions
Martinez et al. (2025)	Manufacturing company, Mexico	Hygiene improvements linked to retention interest
Silva (2024)	Hemotherapy center, Brazil	Employee well-being tied to hygiene and motivator factors
Nagppaul et al. (2022)	Security officers, Singapore	Job satisfaction mediates turnover intentions strongly
Ahmed and Sultan (2022)	Female media workers, Pakistan	Dissatisfaction with organizational facilitation noted
Wedadjati and Helmi (2022)	Security and utility workers, Indonesia	Employees relatively satisfied with hygiene and motivators
Giordani et al. (2016)	Nursing hand hygiene, Brazil	Hygiene factors minimize dissatisfaction but not satisfaction
Jensen (2007)	Zoo and aquarium visitors, Denmark	Hygiene failures reduce satisfaction and revisit intention
Chan and Baum (2007)	Eco-lodge guests, Malaysia	Guest satisfaction two-dimensional per Herzberg theory
Miao (2010)	Retail customer satisfaction, China	Customer satisfaction enhanced by hygiene and motivators
Balmer and Baum	Hospitality guest choice, Cyprus	Guest choice influenced by hygiene and

(1995)		motivator balance
Juariyah and Saktian (2018)	Café and restaurant employees, Indonesia	Hygiene factors have greater effect than motivators
Ann and Choi (2023)	Housekeeping staff, Jordan hotels	Job dissatisfaction linked to turnover intention
Ann and Blum (2020)	Senior hospitality employees, USA	Job satisfaction reduces turnover intention
Torre (2024)	Organizational motivation review, Latin America	Both factors impact turnover, absenteeism, and productivity
Kudaibergenov et al. (2024)	University and industry employees, Kazakhstan	Motivators more crucial for enhancing employee performance
Hayes (2011)	Employee disengagement, stockbroking firm	Psychological contracts mainly relational
Aggarwal (2023)	Grocery store service quality, India/Taiwan	Service quality linked to hygiene
Mitsakis and Galanski (2022)	21st century workplaces, mixed sectors	Motivators strongest predictors of job satisfaction
Outofi et al. (2014)	Hospital staff, Shiraz, Iran	Hygiene factors more important than motivators in hospitals
Mustafa et al. (2022)	Vocational college teachers, Malaysia	Hygiene factors must be resolved before motivators boost satisfaction
Valk and Yousif (2021)	Hospitality workers, Dubai	Lower-level employees dissatisfied despite motivators
Korkmazer and Aksoy (2017)	Employee turnover, Turkey	Strong negative relationship between hygiene and turnover
Erhan and Bayrakçi (2022)	Tourism employees, Turkey	Employee motivation influenced by cultural context
El-Hamid et al. (2017)	Hotel employees, Egypt	Employee motivation influenced by cultural context
Shak et al. (2022)	Secondary school teachers, Malaysia	Moderate correlation between hygiene and motivation level despite hygiene challenges
Fabjan et al. (2013)	Tourism front-line employees, Slovenia	Motivation more than hygiene
Ann et al. (2014)	Housekeeping staff, South Korea	Motivators influence dissatisfaction
Bhatt et al. (2022)	Millennials, multi-industry	Both factors affect job satisfaction
Arka'a (2018)	Manufacturing employees, Indonesia	Work motivation
Sadeghi et al. (2014)	Medical university staff, Iran	Performance and satisfaction
Lee et al. (2022)	Multi-industry, South Korea	Former employees feel satisfied than current in some factors
Shaikh et al. (2019)	Manufacturing industry, Pakistan	Improves individual and organizational outcomes
Noermijati (2020)	Small manufacturing managers,	Job satisfaction influences performance

	Indonesia	negatively in some cases
Amrullah and Nasution (2025)	Public sector employees, Indonesia	Job satisfaction mediates retention intention
Nanayakkara and Dayarathna (2017)	Supermarket non-executives, Sri Lanka	Dissatisfaction with motivators prevalent
Tan and Waheed (2011)	Retail sales personnel, Malaysia	Money mediates salary and satisfaction relationship
Wibowo et al. (2004)	Tax sector employees, Indonesia	Enhance satisfaction
Kotni and Karumuri (2018)	Retail salesforce, India	Salesmen more satisfied with hygiene than motivators
Bexheti and Bexheti (2016)	Retail employees, Macedonia	Salary and relationships critical hygiene factors

From a geographical location point of view, because of strict social and economic circumstances and hierarchical organizational cultures, hygiene factors had often been more powerful in Asian and Middle Eastern studies (Tan & Waheed, 2011; Korkmazer & Aksoy, 2017). Conversely, average motivation effects of the personal growth, autonomy, and recognition exposure attributes were greater in Western studies (Ann & Choi, 2023; Mitsakis & Galanski, 2022).

In sum, the PRISMA-led synthesis validated the ongoing applicability of Herzberg's Two-Factor Theory, while revealing discrepancies within the theory itself and variations in different circumstances. These findings call for holistic human resource strategies that can provide the balance between maintaining hygiene status and enhancing intrinsic motivation (Silva & Ferreira, 2023; Muhamad et al., 2025).

DISCUSSION

This section presents the present study adopted a PRISMA-guided systematic review approach to synthesize studies applying Herzberg's Two-Factor Theory within service-oriented industries, aggregating results across a variety of study characteristics to elucidate the roles of hygiene and motivator factors in employee satisfaction, retention, and performance. This review of the evidence concludes that the two sets of factors continue to be important in understanding behaviour at work but may take on different weights dependant on the sector, culture or methodology.

The meta-analytic synthesis reinforces that motivator factors exert a moderately stronger influence on employee satisfaction ($r = 0.42$) compared to hygiene factors ($r = 0.36$). This pattern confirms Herzberg's proposition that intrinsic rewards such as achievement and recognition are key drivers of engagement. However, the smaller but significant hygiene correlation underlines that basic job conditions remain essential for stability and retention. Sectoral differences reveal that in healthcare and retail, hygiene dominates due to compliance and safety requirements, whereas hospitality and education sectors prioritize motivation linked to self-fulfillment and interpersonal recognition.

Their review suggests that the factors related to hygiene, such as salary, job security or working conditions, act commonly as basic elements in dissatisfiers prevention (Khan et al., 2025; Martínez et al., 2025). These aspects become prevalent in-service contexts in which there is a physical body or welfare obligation associated to the job, as for pet shops, healthcare and hospitality (Ang et al., 2024; Puspitasari et al., 2022; Giordani et al., 2016).

The inclusion of quality appraisal strengthened the interpretation of findings. High-quality studies consistently demonstrated more stable and interpretable results, while moderate-quality studies showed weaker or inconsistent associations. This pattern indicates that methodological rigor influenced the strength and clarity of observed relationships. Consequently, variations in reported outcomes across sectors may partly reflect differences in study rigor rather than actual contextual divergence.

At a theoretical level, this review highlights the need to contextually refine Herzberg’s initial dichotomy. The dual-factor model therefore is still useful as a diagnostic approach, yet it can seem to be somehow reductive in capturing all the complexity of modern ships’ motivation dynamics not only due to the fact that we live in emergent globalized worlds, and the fourth technological revolution, but also to the advancement of emotional labour (Mitsakis & Galanski, 2022).

From a practical point of view, managers should develop combined human resource strategies in which maintenance and intrinsic motivational enrichment go hand in hand. But, apart from equally important fair compensation and transparent policies in the workplace, the sustenance of engaged employees can only be ensured through opportunities for growth, recognition, and empowerment (Ybañez, 1974; Wibowo et al, 2004). Pet retail and healthcare organizations should also place an emphasis on psychological support systems, continuous training, and participative management to foster employee retention and prevent burnout in these highly emotionally demanding industries (Nagpaul et al., 2022; Amrullah and Nasution, 2025).

The PRISMA guidelines highlight the need for a systematic and structured review of the literature with a reproducible methodology to improve the quality and transferability of findings to other contexts (Sousa & Ferreira; 2024). Incorporating mixed-methods studies strengthens interpretational depth by integrating quantitative measures with qualitative perspectives. Besides, most of the studies reviewed utilized cross-sectional studies that reduce significantly causal inference and the ability to study changes in motivation over time (Khan et al., 2025; Erhan & Bayrakçi, 2022).

A recurring theme of sectoral and contextual limits emerged. Research on companies located in Asian and developing economies focused on the greater impact of hygiene factors, characteristics of structural constraint such as wage stability and autonomy (Tan & Waheed, 2011; Korkmazer & Aksoy, 2017).

In sum, this discussion supports the claim that Herzberg’s Two-Factor Theory is still a useful theory to understand workplace motivation, if it is used and contextualized in a useful way. In addition to consolidating empirical evidence, the synthesis guided by PRISMA also offers a contribution to theory and practice by helping to highlight the necessity for adaptive models that link hygiene management, psychological well-being, and intrinsic motivation.

LIMITATIONS

The PRISMA guided systematic review is thorough but has a few limitations in terms of methodology and context. The analysis used secondary data from several studies of varying study design, measurement, and reporting quality. Most of the studies incorporated in the review were cross-sectional and thus provide very little information on causality of hygiene and motivator factors on job satisfaction and retention over time (Khan et al., 2025; Nagpaul et al., 2022).

On top of that, this review considered only published articles available in English from scientific journals, which might overlook relevant non-peer-reviewed or non-English literature, as well as reflect a Western-oriented perspective (Giordani et al., 2016; Puspitasari et al., 2022). Differences in sectors including healthcare, education, hospitality, and a pet retail shop also created a gap to perform direct comparisons, due to cultural and worker identity contexts (Ang et al., 2024; Martínez et al., 2025). The focus of the critiques on the methodological, and context of the studies included and their implications for the degree of generalizability and strength of evidence are displayed in Table 4.

Table 4. Summary of Limitations and Their Impact on Findings

Limitation	Description and Supporting Sources	Impact on Findings
Cross-sectional study designs	Most reviewed studies were non-longitudinal, limiting temporal assessment (Khan et al., 2025; Nagpaul et al., 2022)	Restricts ability to infer causality and observe motivational changes over time

Language and database restriction	Focused on English-language, peer-reviewed sources, excluding regional or non-English literature (Giordani et al., 2016; Puspitasari et al., 2022)	May introduce Western or publication bias and limit global generalizability
Sectoral heterogeneity	Covered diverse industries with differing cultural and operational contexts (Ang et al., 2024; Martínez et al., 2025)	Reduces comparability and weakens consistency across sectors
Self-reported data reliance	Many studies used self-administered surveys (Erhan & Bayrakçi, 2022)	Possible social desirability bias affecting data validity
Limited statistical sophistication	Few studies employed advanced analytical techniques such as meta-analysis or SEM (Sousa & Ferreira, 2024)	Limits exploration of effect sizes and complex factor interactions
Cross-sectional study designs	Most reviewed studies were non-longitudinal, limiting temporal assessment (Khan et al., 2025; Nagpaul et al., 2022)	Restricts ability to infer causality and observe motivational changes over time

Future Research Directions

Further research may serve to refine Herzberg's Two-Factor Theory through more appropriate methods and context. Future research should replicate the present study's findings using longitudinal and multi-level research designs intended to assess hygiene and motivator factors in motivation, satisfaction, and retention over time among employees in the service industry where technological advancements and nature of jobs are rapidly changing (Jaffar et al., 2024; Amrullah & Nasution, 2025).

Future studies should be conducted that are comparative and cross-cultural to further understand the differential impacts of economic, social, and leadership contexts on motivational outcomes (Tan & Waheed, 2011; Mitsakis & Galanski, 2022). Future systematic reviews should perform systematic quantitative and qualitative analysis to increase overall generalizability and robustness. Table 5 presents future research directions based on the systematic review and areas where knowledge is clearly lacking, drawing from the review to suggest directions for further research in terms of research designs, variables, and contexts.

Table 5. Summary of Future Research Directions Based on PRISMA-Guided Findings

Focus Area	Recommended Future Research Directions (with Supporting Sources)	Expected Contribution
Methodological Refinement	Employ longitudinal and multi-level research designs to analyze how hygiene and motivator factors evolve over time in different organizational settings (Jaffar et al., 2024; Amrullah & Nasution, 2025)	Improves causal understanding of motivation dynamics and long-term employee behavior
Integration with Contemporary Work Realities	Expand Herzberg's model to address digitalization, hybrid work, emotional labor, and psychological well-being, especially in pet and care-based sectors (Ang et al., 2024; Puspitasari et al., 2022)	Enhances model relevance to modern service industries and emotional work environments
Cross-Cultural and Comparative Analysis	Conduct comparative studies across economies and cultures to assess how social, economic, and leadership factors influence motivation (Tan & Waheed, 2011; Mitsakis & Galanski, 2022)	Strengthens contextual understanding and supports culturally adaptive motivation models
Mixed-Method and	Combine quantitative meta-analysis with	Increases robustness,

Meta-Analytic Approaches	qualitative synthesis in future systematic reviews (Sousa & Ferreira, 2024)	generalizability, and empirical validity of motivation research
Broader Data Inclusion	Incorporate non-English publications and grey literature such as theses and organizational reports (Giordani et al., 2016; Puspitasari et al., 2022)	Reduces publication bias and broadens the global evidence base
Theoretical Advancement	Test hybrid models that integrate hygiene and motivator factors rather than treating them as separate constructs (Korkmazer & Aksoy, 2017; Martínez et al., 2025)	Advances theoretical precision and practical applicability of Herzberg's framework

CONCLUSION

The present PRISMA-informed systematic review provides a summary of the available literature focusing on Herzberg's Two-Factor theory to identify the applicability of the same theory across different service industries. To provide a transparent and methodologically sound justification for the included studies, the PRISMA guidelines were followed while analyzing literature published between 2010 to 2024. These results support the evidence on the fact that hygiene factors are those that prevent dissatisfaction, and motivator factors are the ones that promote intrinsic motivation and commitment (Jaffar et al., 2024; Khan et al., 2025; Martínez et al., 2025).

The reviewed evidence also supports the idea that Herzberg's clean dichotomy in hygiene and motivator factors does not exist as clearly in contemporary organizations. More importantly though, the interplay between the two becomes apparent in services with an emotional and moralistic content such as pet or health services, where both categories interdependently affect satisfaction and retention (Ang et al., 2024; Puspitasari et al., 2022).

They agree that in the present context Herzberg's theory should not be discarded and expresses the need of adaptation to fit the circumstances of each organization. Its explanatory power is augmented by combining it with psychological well-being, ethical work conditions, and emotional sustainability. Framed in a practical manner, these organizations should try to combine hygiene maintenance and motivational development by providing fair salaries, having participative leaders, and ensuring that employees are always learning (Sousa & Ferreira, 2024; Muhamad et al., 2025).

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