

“Nine to Five”: The Utilization of the Herzberg Two Factor Theory for Employee Retention in Radiology

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BACKGROUND

Poor job satisfaction can lead to high levels of absenteeism and staff turnover which results in increased spending towards locums, recruitment, and retraining.

By prioritizing job satisfaction, employees will be more productive, creative, and committed to their employers.

The resultant work environment will in turn attract, motivate, and retain hard-working individuals putting them in a better position to succeed in terms of quality and cost-efficiency.

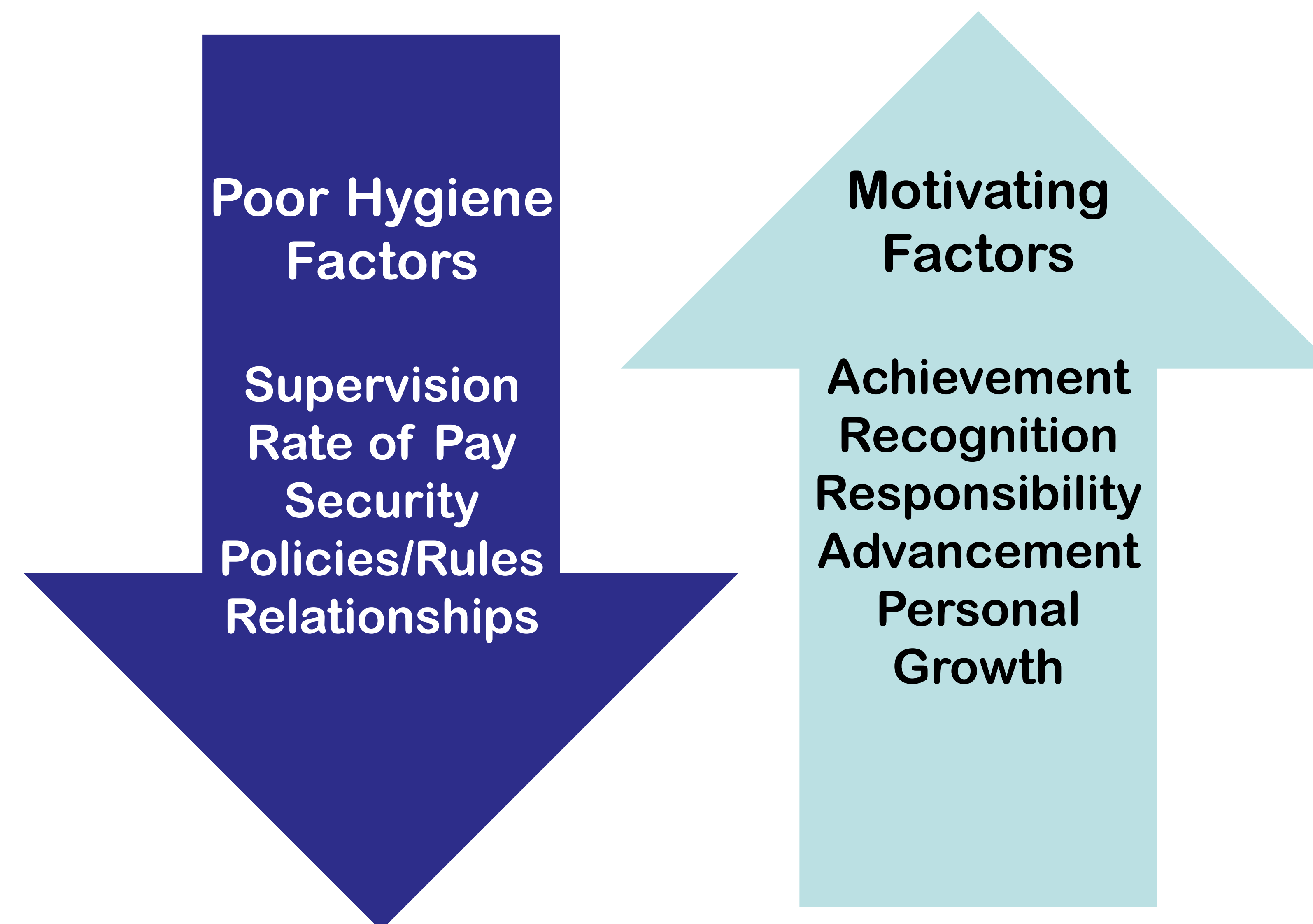
OBJECTIVE

Discuss the Herzberg Two Factor Theory and how it can be applied to employee retention in radiology.

METHODS

The Herzberg Two Factor Theory is a theory that describes how individuals achieve job satisfaction. It describes two parts, a hygiene factor and motivation factor. The hygiene factors include relationships with colleagues, working conditions, and company policies, which are all external factors and work to reduce job dissatisfaction. Motivation factors include responsibility, achievement, and room for growth in one’s career, which work to improve job satisfaction.

RESULTS



Hygiene	Motivation	Result
High	High	Ideal – highly motivated and few complaints
High	Low	Few complaints, no motivation. Job is just a paycheck
Low	High	Motivated, but many complaints. Job is exciting but benefits not up to par
Low	Low	No motivation and many complaints. Least desired

RESULTS CONTINUED

Employee retention is ultimately heavily based on an employer’s willingness to manage employee satisfaction. With a projected shortage of and increasing workload on radiologists, this theory will become vital in retaining physicians.

One study found that nurses in private hospitals in England had a high turnover rate due to their lack of satisfaction with promotions, advancement opportunities, and involvement in hospital policy making. Surveys have shown that work stressors for radiologists include workload, department staffing and funding, which are some hygiene factors that lead to job dissatisfaction.

CONCLUSIONS

The Herzberg theory describes two factors that play roles in job satisfaction. If employers are cognizant of this, they can minimize factors that contribute to job dissatisfaction and focus on those that enhance satisfaction.

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