

Exploring Key Factors In Understanding Graduate Turnover Through Herzberg's Two-Factor Theory: A Literature Review

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ABSTRACT

In recent years, the high turnover rate of college graduates has attracted extensive attention from academia and industry. This paper aims to make reference to Herzberg's two-factor theory and related research literature, and comprehensively discuss and analyze the key factors affecting the turnover of graduates. Herzberg's theory provides a valuable framework for understanding the motivators and hygiene factors that influence graduate turnover. It is found that the retention strategy based on Herzberg's theory is particularly important to solve the retention challenge of graduates. By exploring the impact of motivators and hygiene factors on graduates' turnover intention, and how organizational policies and practices affect these factors, we find that effective integration of organizational policies and practices to meet employees' incentive needs and improve job satisfaction is the key to reducing the turnover rate of graduates. The research results provide practical guidance and theoretical support for solving the problem of graduate employee turnover. Through the in-depth study of these factors, we can better understand the reasons why graduates choose to leave and provide references for organizations to formulate effective retention strategies. This study is of great significance for promoting the career development of college graduates and talent management within organizations.

Index Terms—Graduate Turnover, Herzberg's Two-Factor Theory, Two-Factor Theory, Systematic literature review

I. INTRODUCTION

A. Overview of Herzberg's Motivators-Hygiene Theory

Herzberg's motivators-hygiene theory, also known as the two-factor theory, is a widely used theory in the field of organizational behavior. This theory distinguishes between hygiene factors associated with job dissatisfaction and motivators associated with job satisfaction [1]. Hygiene factors include external factors, such as working environment, salary and welfare, management supervision, etc. Motivators include internal factors, such as the challenge of the job itself, the sense of accomplishment, the sense of responsibility, etc. According to Herzberg's research, these two types of factors independently affect employees' job satisfaction and turnover intention.

Although Herzberg's two-factor theory has been criticized in the past, research in positive psychology supports key tenets of the theory [2]. Positive psychology emphasizes individual mental health, happiness, and personal growth, and believes that motivators are critical to improving employee job satisfaction and performance. In this context, Herzberg's theory provides a powerful framework to help understand and promote employee motivation and satisfaction.

Herzberg's two-factor theory is not only of great significance in theory, but also widely used in practice. For example, the theory has been applied to various sectors, including the business process outsourcing industry in India, where it has been found to be relevant to understanding employee motivation and productivity [3]. Studies have shown that by focusing on employee motivators, organizations can improve employee job satisfaction and performance, thereby improving organizational competitiveness and productivity.

Furthermore, Herzberg's two-factor theory emphasizes the importance of intrinsic job satisfaction and personal development in motivating employees [4]. This shows that, in addition to external motivators, organizations should also pay attention to employees' personal growth and development needs, provide appropriate training, development opportunities and career advancement paths, and motivate employees to continuously improve themselves and maintain their enthusiasm and commitment to work.

Herzberg's two-factor theory provides a useful framework for us to understand and motivate employee behavior. Despite some criticism in the past, the theory still plays an important role in theory and practice, providing organizations with effective strategies and methods for human resource management.

B. Graduate Turnover

The research on graduate employee turnover finds that there are many factors affecting this phenomenon. Failure to meet expectations, economic pressure, self-concept and type of shock are key factors, and graduates may choose to leave their jobs due to unrealistic expectations, economic pressure and self-concept shock [5]. Reference [6] further discussed the turnover intention of vocational college graduates and emphasized the importance of solving this problem to ensure the sustainable development of enterprises. Xing points out that graduates' intention to leave may be influenced by many factors such as educational background, job opportunities and career development prospects, so it is necessary to develop targeted retention strategies and career development plans.

Career structure, compensation, management supervision, training, and work environment also have an impact on turnover, with satisfaction being seen as a key predictor [7]. Cramer emphasized that employee satisfaction with job content, compensation and benefits, management style and work environment directly affects their willingness to quit.

Reference [8] focuses on the challenges and opportunities of recruiting recent college graduates, emphasizing the role of human resource management in addressing turnover intentions.

Together, these studies highlight the complex interplay of individual, organizational, and environmental factors in the mobility of graduate employees. A comprehensive study on the phenomenon of graduate turnover is helpful for the organization to better understand and deal with the problem of employee turnover, so as to promote the stability and development of the organization. Therefore, future studies should further explore the influencing factors of graduate turnover and formulate effective human resource management strategies to promote employee retention and the long-term development of organizations.

C. Research questions and motivation

Although extensive turnover research has been conducted in a Western context, there is a growing need to understand the factors driving graduate turnover in China, given the rapid socio-economic changes and changing Labour market dynamics in China [9]. Therefore, the main purpose of this literature review is to explore the key factors affecting the mobility of graduates from the perspective of Herzberg's two-factor theory, and to provide theoretical basis for later research on the mobility of Chinese graduates.

In order to accomplish this goal, this study aims to synthesize the existing relevant literature and review the literature. In pursuit of these objectives, this study is guided by one major research question:

What are the key factors affecting graduate mobility using Herzberg's two-factor theory?

This study first provides background information on Herzberg's two-factor theory and graduate student mobility in this section and the importance of this study. The following sections describe procedures for searching, identifying, and selecting articles using systematic literature review methods. The results section examines all eligible studies, reviews the target literature, and answers the research questions. Next, the results are analyzed, and the conclusions and limitations of this study are put forward.

II. SYSTEMATIC LITERATURE REVIEW (SLR) PROCESS

In order to provide a comprehensive and detailed research background, and to ensure that the included studies are of high quality, this study will use a systematic literature review to obtain the target literature. The SLR process is outlined below.

After identifying the research question, this research defines a Search Strategy for SLR. The details of the Strategy are as follows: 1) The source of literature is Google Scholar.



Figure 1. Process of systematic literature review with search results from SLR procedures

The scope of Google Scholars is so broad that it encompasses almost all disciplines. 2) "Herzberg's two-factor theory" and "Turnover" were used as Search terms to ensure the selection of literature related to the research questions. 3) In this study, literature whose Type is journal or conference is selected to ensure that the selected literature is universally recognized. 4) In order to be able to analyze data, this study selects data whose Language is English or Chinese. 5) The world labor market has changed since COVID-19, so this study selects data for the period 2019-2024.

After the collected potential literature is Perish by Publish or Perish, it should be screened and the repetitive, unclear and unavailable literature should be deleted.

Then, by studying the remaining literature and retaining the literature that meets the inclusion criteria, the target literature is finally obtained. The SLR process we implemented is illustrated in detail in Figure 1 below.

III. RESULT AND DISCUSSION

Through SLR, 89 target literatures were obtained.

The following is a review of a part of literature.

A. Explanation of motivators and hygiene factors

Herzberg's two-factor theory, which distinguishes between motivators and hygiene factors, has been found to have a significant impact on employee motivation [10]. Motivators such as job security, pay/benefits, and challenging assignments are particularly important for employee satisfaction and retention [11]. These factors can stimulate the work motivation of employees and enhance their work engagement and satisfaction. Challenging tasks can stimulate employees' desire to learn and grow, fair and satisfied wages/benefits can enhance employee identity and loyalty, and job security can enhance employees' sense of stability and belonging.

Conversely, hygiene factors, including working conditions, high-level support, and praise/recognition, can lead to dissatisfaction if not adequately addressed [11]. Deteriorating working conditions, unsupportive senior leadership, and a lack of praise and recognition can undermine employee job satisfaction and engagement. These factors can lead to employee dissatisfaction, which in turn affects their job performance and willingness to stay.

The impact of these factors on employee motivation is particularly evident in economically developed regions, where the quality of work hardware and software can significantly affect the effectiveness of motivators and hygiene factors [12]. For example, in economically developed regions, employees are more concerned about the comfort of working conditions and the level of support from senior leaders, as these factors directly affect their work experience and quality of life. Therefore, organizations should pay attention to improving the working environment and improving the quality of management in order to improve the job satisfaction and retention rate of employees.

However, the effectiveness of these factors can also be influenced by the fairness and implementation of incentive programs [12]. Even the best motivators and hygiene factors can reduce employee satisfaction and loyalty if incentive programs are not developed and implemented fairly. Therefore, the organization should establish a fair incentive mechanism to ensure the fairness and transparency of the incentive plan, so as to improve the work motivation and retention intention of employees

B. Application of Herzberg's theory to the context of graduate turnover

Herzberg's theory, especially the factors of job satisfaction and dissatisfaction, can be applied in the context of graduate turnover. The theory provides a framework for understanding employee turnover intentions and helps to identify and address the underlying causes of graduate turnover.

Reference [13] and reference [14] both highlight the role of unmet expectations, which can lead to dissatisfaction and ultimately to resignation. Studies have found that when graduates' expectations for their jobs do not match reality, they tend to feel dissatisfied and tend to look for other job opportunities. This dissatisfaction may come from the gap between expectations and reality in terms of job content, salary, career development, etc. Therefore, organizations should focus on understanding and meeting the expectations of graduates in order to improve their job satisfaction and retention.

This is further supported by reference [15], who stresses the importance of a match between graduate and employer expectations to prevent high attrition rates. Research shows that when there is a mismatch of expectations between graduates and employers, it often leads to an increase in graduate attrition. Therefore, organizations should pay attention to communication with graduates in the recruitment and training process to ensure the consistency of expectations of both sides, so as to reduce the turnover rate of graduates.

In addition, reference [16] highlighted the effect of satisfaction on turnover intention, which is a key factor in turnover. The research found that when graduates are satisfied with the work environment, work content and leadership support, they are less likely to have the intention to quit. Therefore, organizations should pay attention to improving the job satisfaction of graduates and promote the retention and career development of graduates by improving the working environment, providing development opportunities and strengthening leadership support.

Together, these studies show that Herzberg's theory can help organizations identify and address the underlying causes of graduate mobility. By understanding the expectations, matching degree and satisfaction of graduates, organizations can take targeted measures to improve the job satisfaction and retention rate of graduates, thereby reducing the staff turnover rate and promoting the stability and development of organizations.

C. Motivators Affecting Graduate Turnover Achievement

Research has identified several key motivators that can impact graduate turnover, particularly in the context of achievement. Intrinsic motivation, time management, and career aspirations have been found to significantly influence graduate students' perceived success [17]. In the job market, employer selection criteria, including technical expertise, generic skill mastery, and a successfully formed graduate identity, play a crucial role in job attainment for recent Bachelor graduates [18]. Faculty perceptions of factors supporting graduate student success also emphasize the importance of student motivation, formative learning experiences, and essential knowledge and skills [19]. These findings suggest that a combination of internal and external motivators can significantly impact graduate turnover, particularly in the context of achievement.

Recognition

A range of factors influence graduate turnover, with recognition being a key motivator. Reference [20] emphasizes the importance of career guidance in managing turnover, while reference [21] and reference [22] both highlight the role of organizational factors, including recognition, in reducing turnover intention. Reference [23] further underscores the significance of perceived value and employment status in shaping graduate loyalty, which can be influenced by recognition. These studies collectively suggest that recognition plays a crucial role in retaining graduates and reducing turnover.

Advancement

A range of factors influence the career choices and retention of graduate students. Reference [20] emphasizes the importance of career guidance and realistic expectations in retaining graduates. Reference [24] highlights the influence of family, academic performance, and career knowledge on career choice, and the impact of remuneration, motivation, job security, and work hours on career change. Reference [18] underscores the role of employer selection criteria, labor market opportunities, and variations by discipline, age, and residency status in job attainment. Reference [25] identifies demographic factors such as gender, race, and age, as well as academic background, as influential in graduate education. These findings suggest that a combination of personal, organizational, and societal factors shape the career paths of graduates.

Work itself

A range of factors influence the turnover of graduate employees, with the nature of the work itself being a key consideration [20]. As young professionals search for the right job in the current labor market environment, the nature of the job itself is particularly important. Unmet expectations, economic pressure, and self-concept also play a role in turnover [14]. Employer selection criteria, including technical expertise and generic skill mastery, further impact job attainment for recent graduates [18].

Responsibility

A range of factors influence graduate turnover, with a focus on responsibility. Reference [16] emphasizes the importance of career guidance in shaping graduates' expectations and their decisions to stay or leave. Reference [7] identifies dissatisfaction with career structure as a key predictor of turnover, suggesting that a lack of responsibility or growth opportunities can lead to disengagement. Reference [26] highlights the role of the psychological contract, with development opportunities and contextual support influencing loyalty and job satisfaction. Reference [6] further explores the turnover intention of higher vocational graduates, indicating

that a lack of responsibility or growth opportunities can lead to disengagement. These studies collectively suggest that a lack of responsibility or growth opportunities can lead to disengagement and ultimately turnover among graduates.

Growth opportunities

A range of factors influence graduate turnover, with growth opportunities being a key motivator. Reference [18] found that employer selection criteria, including the prestige of the university and on-campus learning, significantly impact job attainment for graduates. Reference [20] highlighted the importance of organizational commitment in retaining graduates, suggesting that employers can take action to maximize retention. Reference [14] identified unmet expectations, economic pressure, and self-concept as factors influencing voluntary turnover, while reference [27] emphasized the impact of institutional factors, such as the household registration system and social insurance, on graduates' employment decisions. These studies collectively underscore the complex interplay of individual, organizational, and institutional factors in shaping graduate turnover, with growth opportunities playing a significant role.

D. Hygiene Factors Affecting Graduate Turnover Company Policies

Reference [28] and Reference [6] both highlight the significant impact of extrinsic job satisfaction, a hygiene factor, on turnover intention among graduates. Reference [28] further emphasizes the negative effect of intrinsic job satisfaction on turnover intention. These findings underscore the importance of company policies that address these factors to reduce turnover. Reference [20] suggests that organizational commitment and career guidance are crucial in retaining graduates, indicating the need for comprehensive policies that go beyond just addressing job satisfaction.

Leadership

A range of factors influence graduate turnover, with leadership playing a significant role. Reference [20] emphasizes the importance of career guidance and realistic expectations in retaining graduates. Reference [29] and reference [30] both highlight the negative impact of job dissatisfaction on turnover intentions, with Hauer specifically noting the role of leadership in employee retention. Reference [31] provides a specific example, showing that faculty turnover in dental hygiene programs is influenced by the type of educational institution, with state colleges and universities experiencing more difficulty in retention. These studies collectively underscore the need for effective leadership and job satisfaction in reducing graduate turnover.

Salary and Benefits

Salary is a significant factor in the job and career attitudes of information systems professionals, particularly in the early stages of their careers [32]. However, it becomes less important over time, suggesting that other factors may play a role in job satisfaction. This is supported by the high level of satisfaction reported by alumni of service and hospitality management programs, where employment status, work related to their major, and current income were key factors [33]. Similarly, dental hygiene master's degree graduates reported overall satisfaction with their career choices, with salary being a less prominent factor [34]. However, faculty turnover in dental hygiene programs was associated with job and salary dissatisfaction, particularly in state educational institutions [31]. This suggests that while salary is an important hygiene factor, other factors such as career opportunities and work-related satisfaction also play a significant role in job satisfaction and retention.

Working Conditions

A range of studies have highlighted the significant impact of working conditions on employee turnover. Reference [35] and reference [36] both found that dissatisfaction with pay, supervisors, and working conditions can lead to increased turnover. This is further supported by reference [28], who found that extrinsic job satisfaction, which includes working conditions, has a significant negative effect on turnover intention. These findings are consistent with Herzberg's two-factor theory, which emphasizes the importance of hygiene factors, such as working conditions, in employee motivation and satisfaction [35]. Reference [37] also noted that hygiene factors, including the comfort level of the occupation, are a key consideration for graduates when choosing employment.

Job Security

Research consistently shows that job security is a key motivator for employees, particularly new recruits [11]. This is especially true for graduates, who prioritize stability and expertise in their career choices [38]. The importance of job security is further underscored by the fact that it is a significant factor in graduates' job selection [37]. Job satisfaction, which is closely linked to job security, has been found to have a negative impact on turnover intentions [29]. These findings highlight the critical role of job security in retaining graduates in the workforce.

E. Summary of relevant research findings

A review of empirical studies applying Herzberg's theory to graduate turnover shows a lack of consensus on its effectiveness [39]. Some studies have shown that Herzberg's theory has certain limitations in explaining graduates' resignation behavior, because graduates' resignation decisions may be influenced by many factors,

not only motivators and hygiene factors. However, there is also research that highlights the potential of the theory in reducing turnover intentions, especially when considering the role of sustainable business practices [40]. This suggests that Herzberg's theory still has some applicability and may have a role to play when formulating exit interventions.

Both job satisfaction and organizational commitment are influenced by Herzberg's incentives-hygiene factor, which may mediate the relationship between sustainable business practices and turnover intention [40]. This means that by improving job satisfaction and organizational commitment, organizations can indirectly influence graduates' intention to leave, thereby improving their retention rates. This finding further supports some applicability of Herzberg's theory in explaining graduate turnover behavior and provides a possible intervention path to reduce graduate turnover intentions by promoting sustainable business practices to improve job satisfaction and organizational commitment.

In addition, research also emphasizes the need for further research on the impact of stress on graduate students, which is a potential factor leading to turnover [41]. Stress can affect graduates' job satisfaction and intention to leave, so understanding and managing stress is important to reduce graduate attrition. This suggests that when considering Herzberg's theory, other potentially influential factors, such as stress and personal factors, need to be considered to understand graduates' turnover behavior more fully.

F. Examples of studies exploring motivators and hygiene factors among graduates

A series of studies explored the motivators and hygiene factors of graduates. According to reference [11], job security, salary and benefits, and challenging tasks/responsibilities were identified as major motivators. These factors can motivate graduates to exert greater enthusiasm and commitment in their work, thus enhancing their job satisfaction and loyalty. On the other hand, working conditions, support from elders and praise/recognition were identified as important hygiene factors. These factors can improve the quality of the working environment for graduates and promote their physical and mental health, thus contributing to reducing work stress and enhancing job satisfaction.

Reference [42] study further emphasizes the role of motivators in STEM undergraduate students' adherence to their studies, especially in STEM majors. In STEM fields, motivators such as challenging tasks and development opportunities can stimulate students' interest and motivation to learn, thereby promoting their long-term commitment and development in the field.

Reference [43] extended the scope of the study to the higher education sector, identifying achievement as a key motivator and institutional policy/management as a major source of teacher dissatisfaction. This suggests that an individual's achievements and recognition at work are critical to increasing job satisfaction and loyalty. At the same time, good system policies and effective management are also important factors to maintain employee loyalty.

Finally, the research of reference [10] emphasizes the significant impact of motivators and hygiene factors on employees' work motivation, and there is a strong correlation between motivators and employee satisfaction. This shows that by providing work tasks with challenging and developmental opportunities, as well as giving employees appropriate pay and recognition, they can effectively increase their work motivation and satisfaction.

G. Discussion of how motivators and hygiene factors influence graduate turnover

Reference [29] found that job satisfaction played a key role in graduates' turnover intention and was negatively correlated with it. This indicates that the more satisfied graduates are with their jobs, the less willing they are to leave their current job. This finding aligns with the findings of Reference [11], who identified job security, pay/benefits, and challenging tasks/responsibilities as major motivators. These factors can stimulate graduates' enthusiasm and commitment to work, thereby improving their job satisfaction and loyalty.

Reference [20], on the other hand, highlighted the importance of organizational commitment in influencing the decision of graduates to stay with or leave their first employer. Organizational commitment refers to the degree of loyalty and commitment of graduates to their organization, which depends on the interaction and relationship between the organization and the individual. Graduates are more likely to stay with an organization if they feel they are being supported and focused on their development and career goals.

Finally, Reference [37] emphasized the importance of hygiene factors in graduates' career selection, especially occupational comfort. This shows that when graduates choose a job, they also consider the comfort level and adaptability of the working environment in addition to motivators. If the work environment doesn't fit their needs or expectations, they may be more inclined to leave.

IV. STRENGTHS AND LIMITATIONS OF APPLYING HERZBERG'S THEORY TO GRADUATE TURNOVER

A. Advantages of using Herzberg's framework

Herzberg's theory provides a useful framework for understanding the factors that influence graduate turnover. According to reference [37], master's graduates experience greater wage growth, suggesting that motivators such as recognition and achievement may be at work. Graduates often consider salary as well as the prospect

of career development during the job search process, so an increase in salary can be seen as a recognition, which helps to improve their job satisfaction and willingness to stay.

However, we must also consider that the financial investment required to pursue a master's degree may lead to dissatisfaction, which is a hygiene factor. Although a master's degree may lead to better career opportunities for graduates, tuition and other expenses can be financially stressful, which in turn affects their job satisfaction and willingness to stay. This financial pressure can have an important impact on graduates' career decisions and, in turn, their willingness to stay.

Research by reference [16] and reference [45] highlights the important relationship between satisfaction and intention to leave, which is at the heart of Herzberg's theory. According to Herzberg's two-factor theory, satisfaction is the result of motivators and hygiene factors. If graduates feel that their work meets their needs for achievement and that their work environment is adequately attended to and supported, they are more likely to remain satisfied with their job and willing to stay in their current position.

At the same time, reference [14] further emphasized the impact of unmet expectations, economic pressure and career shock on graduates' turnover. These factors are closely related to Herzberg's motivators and hygiene factors. Unmet expectations may affect graduates' job satisfaction and job recognition, economic stress may lead to hygiene factor dissatisfaction, and career shock may affect their job motivation and satisfaction.

B. Challenges and critiques of applying the theory in contemporary contexts

Reference [13] challenged Herzberg's theory by arguing that higher education levels, such as graduate training, lead to an increase in job attrition, especially in the teaching profession. This view highlights the important influence of education level on career choice and job satisfaction. As more and more graduates enter higher education and obtain postgraduate training, their career expectations and demands are constantly rising. This can lead to dissatisfaction with the real work environment, which increases the likelihood that they will leave. This view calls on educational institutions and employers to pay attention to the degree of matching between educational background and work environment in order to reduce the turnover rate of graduates.

Further supporting this view is reference [14], who emphasizes the impact of unmet expectations, economic pressure, self-concept, and type of shock on the voluntary turnover of college graduates. These factors, to some extent, reflect the gap between graduates' expectations for work and career development and reality, as well as the economic and psychological pressures they face. In today's competitive job market, graduates face a variety of challenges, including uncertainty about employment opportunities and pressure to advance their careers, which can affect their job satisfaction and willingness to stay.

Research by reference [46] complements this view by emphasizing the importance of completing degrees in a timely manner. The academic performance and degree attainment of graduates can be influenced by a variety of factors, such as the demographic characteristics of students, attitudinal variables, and financial aid. Completing a degree in a timely manner can help graduates enter the workforce earlier and start their careers. However, if faced with academic difficulties or delayed graduation, this may have a certain negative impact on the career development of graduates and increase their likelihood of leaving.

Together, these studies suggest that Herzberg's theory may not fully capture the complexity of graduate mobility because it does not take into account the unique challenges and implications in contemporary educational and professional contexts. Therefore, more comprehensive and in-depth research on the factors influencing graduate turnover is needed so that organizations and educational institutions can better address these challenges.

C. Suggestions for enhancing the applicability of Herzberg's theory to graduate turnover research

Both reference [14] and reference [47] pointed out that Herzberg's theory can provide useful insights for graduate turnover research. By considering factors such as unmet expectations, financial pressures, and self-concept, we can better understand the reasons why graduates choose to leave the workforce. These factors reflect the gap between graduates' expectations of the work environment and the reality, as well as the pressures they face in terms of economic challenges and personal development. Therefore, Herzberg's theory provides a useful framework for explaining graduate turnover.

Research by reference [48] further supports this view by identifying strategies to reduce employee turnover in nonprofits, such as building positive relationships, providing training and promotion opportunities, and recognizing the importance of compensation. These strategies dovetail with Herzberg's theory, which emphasizes the importance of motivators and hygiene factors in job satisfaction and turnover. By adopting these strategies, organizations can better meet the incentive needs of employees, reduce their willingness to leave, and thus improve the retention rate of employees.

Reference [49] views further emphasize the importance of building a comprehensive model that can combine Herzberg's theory with other relevant factors to explain employee turnover more fully. This comprehensive model can help researchers and organizations better understand the complexity of employee turnover and provide guidance for developing effective employee retention strategies.

V. IMPLICATIONS FOR PRACTICE

In view of the retention challenges of graduate employees, it is suggested that organizations should focus on motivators and hygiene factors when formulating retention strategies. Based on Herzberg's theory, it is possible to consider motivators that increase job satisfaction, such as providing challenging tasks, pay and benefits, and improving hygiene factors, such as improving working conditions and providing better support. Such a strategy aims to meet the incentive needs of employees and reduce their turnover intention.

At the same time, it is necessary to carry out research based on Herzberg's theory to deeply explore the effectiveness of graduate retention strategy. Research can focus on the impact of motivators and hygiene factors on graduate turnover intentions and how organizational practices influence these factors. Through such research, we can better understand the practical application of Herzberg's theory in solving the problem of graduate retention and provide more effective retention strategies for organizations.

In addition, it is critical to align organizational policies and practices with motivators and hygiene factors. This means that organizations should develop policies and practices based on the needs and expectations of employees to improve job satisfaction and reduce employee turnover. For example, organizations can motivate employees by providing training and promotion opportunities and improve the work environment to increase work comfort. The takeaway from these practices is that understanding the needs of employees and adjusting organizational policies and practices accordingly is critical to improving employee satisfaction and retention.

CONCLUSION

The research shows that graduate turnover is not only a universal phenomenon, but also the reasons are complex and diverse, involving personal characteristics, organizational factors and external environment. Secondly, Herzberg's two-factor theory provides a useful theoretical framework to explain graduate turnover. According to the theory, job satisfaction and job dissatisfaction are two relatively independent concepts, and they are influenced by different factors. Finally, the study also found that graduate departures not only affect the individual, but also adversely affect the performance and stability of the organization.

It is particularly important to apply Herzberg's two-factor theory to understand the idea of graduate turnover. Under this theoretical framework, we can better understand why graduates choose to leave their jobs and how to reduce the turnover rate of graduates by improving job satisfaction and reducing job dissatisfaction. For example, with regard to job satisfaction, organizations can enhance graduates' job satisfaction by providing good working conditions, promotion opportunities and recognition systems; When it comes to job dissatisfaction, organizations can focus on addressing problem such as job stress, job conflict and lack of development opportunities.

Finally, we call for future research and practical interventions that make greater use of Herzberg's framework to address graduate turnover. Future research could further explore the motivations and patterns of turnover among different types of graduates and look for more effective interventions. In terms of practical intervention, organizations can formulate corresponding human resource management strategies according to the two dimensions proposed by Herzberg's theory, so as to improve graduates' job satisfaction and reduce their turnover rate, so as to achieve a win-win situation for both organizations and individuals.

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