**Leadership/Management/Practice Challenge Proposal Plan**

1. **Identify a prominent leadership/management/practice challenge to address.**

The purpose of this proposal is to examine how the application of Frederick Herzberg’s two-factor theory also referred to as Herzberg’s motivation-hygiene theory can facilitate increasing nursing staff retention. Nursing staff across the country have experienced high staff turnover rates in healthcare facilities for various reasons. Nurses may experience feelings of being unsupported, overwhelmed with long work hours, minimal advancement opportunities, poor benefits, competitive salaries and bonuses, and lack of communication in their work areas.

1. **Theory selected for this paper and your rationale for its selection.**

The theory selected for this paper is the two-factor theory also referred to as Herzberg’s motivation-hygiene theory. The non-nursing theory was established by Frederick Irving Herzberg an American psychologist in 1968 (Herzberg, 1974). The theory framework believes that the two factors such as hygiene and motivator factors are associated with the employee's performance towards job satisfaction and dissatisfaction (Herzberg, 1974). The theory can be utilized in various employment settings including healthcare and it offers essential components to the staff encouragement with motivation to increase staff retention.

1. **Identify concepts and at least one relationship statement that influenced your choice of   
   this theory/model.**

Herzberg’s two-factor theory believed that staff satisfaction is based on hygiene and motivation (Herzberg, 1974). Herzberg believes that when the hygiene problems are taken care of, the motivator factors will follow and generate job satisfaction for staff members (Herzberg, 1974). The hygiene factors are extrinsic, such as the work conditions, the relationship among staff, salary, and administration guidance that can reduce staff dissatisfaction within the work environment (Herzberg, 1974). The motivator factors are intrinsic, as they focus on the staff's job appreciation and accomplishment reward which encourages the staff dedication (Herzberg, 1974). Both factors are associated with staff performance towards job satisfaction and dissatisfaction. Relieving the stressors can improve the staff's work needs and retention.

**The four (4) scholarly articles I plan to use are:**

1. **Primary source theory article citation:**

Herzberg, F. (1974). Motivation-hygiene profiles: Pinpointing what ails the organization. *Organizational Dynamics*, *3*(2), 18–29. https://doi.org/10.1016/0090-2616(74)90007-2

Link: <https://www-scopus-com.uc.idm.oclc.org/record/display.uri?eid=2-s2.0-0010019011&origin=resultslist&sort=plf-f&src=s&sid=e22b3cbc9f35012d6a16282f7835774e&sot=b&sdt=b&s=TITLE-ABS->

1. **Article testing Herzberg’s two-factor theory**

Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg’s two-factor theory of motivation to job satisfaction in clinical laboratories in Omani Hospitals. *Heliyon*, *6*(9). https://doi.org/10.1016/j.heliyon.2020.e04829

Evidence type: Level III – Explanatory mixed methods

Link: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7486437/pdf/main.pdf>

1. **Primary Research/Support articles**

Henshall, C., Davey, Z., Srikesavan, C., Hart, L., Butcher, D., & Cipriani, A. (2023). Implementation of a web-based resilience enhancement training for nurses: Pilot randomized controlled trial. *Journal of Medical Internet Research*, *25*. https://doi.org/10.2196/43771

Evidence type: Level I – Randomized Control Trial (RCT)

Link: <https://www.jmir.org/2023/1/e43771/PDF>

Watts Isley, J., Little, S.H., Sha, S., Vaughan, E., Wingate, K., & Aleshire, M.E. (2022). To stay or leave: Public health nurse workforce retention in North Carolina. *Public Health Nursing, 39*, 609–617. https://doi.org/10.1111/phn.12991

Evidence type: Level III – Qualitative

Link: <https://onlinelibrary-wiley-com.uc.idm.oclc.org/doi/epdf/10.1111/phn.12991>