EMPLOYEE JOB SATISFACTION BASED ON HERZBERG'S TWO-FACTOR THEORY: A CASE STUDY AT BREATH PILATES MANADO

KEPUASAN KERJA KARYAWAN BERDASARKAN TEORI DUA FAKTOR HERZBERG: STUDI KASUS DI BREATH PILATES MANADO

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Abstract: This study aims to identify and analyze employee job satisfaction based on Frederick Herzberg's Two-Factor Theory (Hygiene Factors and Motivator Factors) at Breath Pilates Manado. As a premier fitness and wellness facility specializing in Pilates, the quality of services heavily relies on its human resources. Primary data were gathered through in-depth interviews with 6 key informants, including the studio owner, manager, finance staff, administrator, and instructors, complemented by non-participant observation and documentation. The results indicate that Hygiene Factors (Extrinsic) play a crucial role in preventing job dissatisfaction. Fair and timely salary distribution provides financial security and appreciation; flexible and supportive company policies foster a win-win solution for both management and staff; a clean, air-conditioned physical work environment enhances productivity; harmonious interpersonal relationships treat coworkers as a second family; and a combined democratic-delegative supervision style establishes strong organizational trust. Concurrently, Motivator Factors (Intrinsic) actively drive professional fulfillment and true job satisfaction. Employees derive deep pride from their achievements in accelerating client recovery and physical improvements; supervisor recognition boosts enthusiasm; delegated responsibilities foster autonomy; and continuous training and certification programs stimulate personal and career growth. The study concludes that balancing both hygiene and motivator factors is essential for maintaining high employee retention, service quality, and organizational success in the boutique wellness industry.

Keywords: Herzberg's Two-Factor Theory, Job Satisfaction, Hygiene Factors, Motivator Factors, Breath Pilates Manado.

Abstrak: *Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis kepuasan kerja karyawan berdasarkan Teori Dua Faktor Frederick Herzberg (Faktor Higiene dan Faktor Motivator) di Breath Pilates Manado. Sebagai fasilitas kebugaran dan kesehatan unggulan yang berfokus pada Pilates, kualitas layanan di tempat ini sangat bergantung pada sumber daya manusianya. Data primer dikumpulkan melalui wawancara mendalam dengan 6 informan kunci—meliputi pemilik studio, manajer, staf keuangan, staf administrasi, dan instruktur—yang dilengkapi dengan observasi non-partisipan serta studi dokumentasi. Hasil penelitian menunjukkan bahwa Faktor Higiene (ekstrinsik) berperan krusial dalam mencegah ketidakpuasan kerja. Pembayaran gaji yang adil dan tepat waktu memberikan rasa aman secara finansial serta bentuk apresiasi; kebijakan perusahaan yang fleksibel dan suportif menciptakan solusi yang saling menguntungkan bagi manajemen maupun staf; lingkungan kerja fisik yang bersih dan ber-AC meningkatkan produktivitas; hubungan interpersonal yang harmonis menjadikan rekan kerja layaknya keluarga kedua; serta gaya supervisi yang memadukan pendekatan demokratis dan delegatif membangun kepercayaan organisasi yang kuat. Secara bersamaan, Faktor Motivator (intrinsik) secara aktif mendorong kepuasan profesional dan kepuasan kerja yang sejati. Karyawan merasakan kebanggaan mendalam atas pencapaian dalam mempercepat pemulihan dan perbaikan fisik klien; pengakuan dari atasan meningkatkan semangat kerja; tanggung jawab yang diberikan mendorong otonomi; serta program pelatihan dan sertifikasi yang berkelanjutan menstimulasi pertumbuhan pribadi dan karier. Penelitian ini menyimpulkan bahwa keseimbangan antara faktor higiene dan motivator sangat penting untuk mempertahankan retensi karyawan, kualitas layanan, dan keberhasilan organisasi di industri kebugaran boutique.*

Kata Kunci: *Teori Dua Faktor Herzberg, Kepuasan Kerja, Faktor Higiene, Faktor Motivator, Breath Pilates Manado.*

INTRODUCTION

Research Background

The modern service and wellness industry relies heavily on the performance, competence, and psychological well-being of its workforce. In recent years, public awareness regarding physical health, posture correction, and holistic wellness has surged significantly across urban centers in Indonesia, including Manado City. This health-conscious trend has spurred the rapid growth of specialized boutique fitness facilities, particularly Pilates studios. Pilates, a mind-body exercise system focusing on core strength, muscle balance, flexibility, and rehabilitation, demands highly specialized skills, continuous instructor certification, and exceptional personal client care. Unlike conventional mass gyms, boutique studios operate through intimate, customized service delivery where client satisfaction is directly tied to the dedication and job satisfaction of the employees.

Breath Pilates Manado, located in Paniki Bawah, Mapanget District, Manado City, stands as a pioneering boutique studio providing specialized Pilates sessions for posture improvement, rehabilitation, and overall health enhancement. In a service-oriented organization like Breath Pilates, human resources represent the primary core competence. Studio performance and client retention depend on instructors who guide complex physical routines, administrative staff who manage scheduling and client rapport, financial personnel who maintain operational integrity, and management that maintains smooth operations. Consequently, understanding employee job satisfaction becomes paramount for studio sustainability.

Job satisfaction is a multifaceted construct reflecting an employee's emotional orientation and overall attitude toward their work environment. To systematically analyze job satisfaction, Frederick Herzberg's Two-Factor Theory (Dual-Factor Motivation-Hygiene Theory) provides a robust framework. Herzberg posits that job satisfaction and job dissatisfaction are driven by two distinct sets of factors: Hygiene Factors (extrinsic elements such as salary, company policy, physical working conditions, interpersonal relationships, supervision, and job security) which prevent dissatisfaction, and Motivator Factors (intrinsic elements such as achievement, recognition, responsibility, work itself, advancement, and growth) which generate true satisfaction and high motivation. While substantial empirical research has evaluated Herzberg's theory in corporate, banking, and public healthcare sectors, empirical inquiries focusing on boutique wellness studios in eastern Indonesia remain scarce. Therefore, this study conducts an in-depth qualitative inquiry into employee job satisfaction based on Herzberg's Two-Factor Theory at Breath Pilates Manado.

Research Objectives

1. To identify and analyze the role of Hygiene Factors (salary, company policy, working conditions, interpersonal relationships, supervision, and job security) in preventing job dissatisfaction among employees at Breath Pilates Manado.
2. To identify and analyze the role of Motivator Factors (achievement, recognition, responsibility, the work itself, advancement and growth, and personal growth) in driving true job satisfaction among employees at Breath Pilates Manado.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is widely defined as an evaluative state that expresses a positive or pleasurable emotional reaction toward one's job and work experiences (Robbins & Judge, 2017). According to Sutrisno (2019) and Siagian (2018), job satisfaction represents an individual's general attitude resulting from specific work factors, leadership styles, organizational climate, and personal rewards. High employee job satisfaction is linked to increased organizational citizenship behavior, enhanced customer service quality, reduced absenteeism, and lower turnover rates. Conversely, persistent job dissatisfaction leads to burnout, diminished service standards, and operational disruption, particularly in personal service industries.

Herzberg's Two-Factor Theory

Developed by Frederick Herzberg in 1959, the Two-Factor Theory asserts that factors giving rise to job satisfaction are separate and distinct from those leading to job dissatisfaction. The theory categorizes job factors into two main domains:

1. Hygiene Factors (Extrinsic Factors): These factors relate to the work environment and context rather than the work content itself. They include Salary & Compensation, Company Policy & Administration, Physical Working Conditions, Interpersonal Relationships, Supervision Quality, and Job Security. When hygiene factors are inadequate or substandard, employees experience job dissatisfaction. However, when hygiene factors are adequately met, they do not inherently generate high motivation; rather, they establish a neutral state of 'no dissatisfaction'.
2. Motivator Factors (Intrinsic Factors): These factors relate directly to job content and the internal psychological experience of performing work. They encompass Achievement, Recognition, Responsibility, The Work Itself, Advancement & Career Development, and Personal Growth. Motivator factors actively stimulate intrinsic motivation, leading to high job satisfaction, creative problem-solving, and superior job performance.

Empirical Studies

Thant & Chang (2021) examined job satisfaction and dissatisfaction factors of government employees in Myanmar. A sample of 226 public employees in the Ministry of Border Affairs was randomly selected and interviewed for the study. The qualitative data collected from the interviews were analyzed by NVivo 12. Applying Herzberg's two-factor theory, the study found that both motivators and hygiene factors influenced job satisfaction and dissatisfaction of the public employees. In particular, interpersonal relationships, factors in personal life, work itself, and recognition were major determinants of job satisfaction, and working conditions, interpersonal relations, factors in personal life, supervision-technical, and recognition all influenced job dissatisfaction of public employees in Myanmar.

Alfayad & Arif (2017) provided an understanding of the role of practicing employee voice in improving job satisfaction levels through the application of Herzberg two-factor theory. A cross-sectional design using a questionnaire was collected from 300 non-managerial employees at one of the largest private organizations in Jordan. Confirmatory factor analysis was executed to confirm the fitness of data to the proposed hypothesized model. Discriminant and convergent validity along with composite reliability were estimated to ensure the validity and the reliability of the instrument. Finally, structural equation modeling (SEM) by Amos was used to test the proposed hypothesis of the study. The findings reported a positive relationship between employee voice and job satisfaction. It indicates that the acknowledgment of employee voice creates a motivational environment which improves job satisfaction levels.

Zhang & Gandham (2025) examined faculty job satisfaction in higher education by systematically reviewing empirical studies through Herzberg's Two-Factor Theory. It clarifies how motivator (intrinsic) and hygiene (extrinsic) factors, alongside institutional and demographic variables, shape faculty motivation and retention. A structured literature review was conducted across Scopus, and several other digital data. Forty-five sources were synthesized. Results show that motivators such as recognition, autonomy, and intellectual challenge are central to satisfaction, while hygiene factors such as salary, workload, and governance structures primarily prevent dissatisfaction. Institutional support (e.g., mentoring, workload policies) moderates these effects, while variations in rank, gender, and cultural context create meaningful differences in faculty experiences. This study integrates Herzberg's framework with complementary theories (Expectancy Theory, Job Characteristics Model, Self-Determination Theory) to propose a synthesized conceptual model of faculty job satisfaction. The synthesis extends Herzberg's framework by situating motivators and hygiene factors within institutional, demographic, and cultural contexts.

RESEARCH METHOD

Research Approach

This study adopts a qualitative descriptive research approach. A qualitative methodology was selected to explore, understand, and interpret the subjective work experiences, perceptions, and emotional nuances of employees in their natural work setting. Rather than testing statistical hypotheses, the descriptive qualitative approach systematically characterizes the lived reality of hygiene and motivator factors at Breath Pilates Manado.

Data Source and Informants

Data sources comprised both primary and secondary data. Primary data were gathered directly from key internal organizational actors using purposive sampling. The study interviewed all 6 key employees of Breath Pilates Manado, ensuring complete organizational representation across strategic, operational, financial, administrative, and

instructional roles. Secondary data included internal documentation, standard operating procedures (SOPs), studio schedules, and official social media activity reports.

Table 1. Profile of Key Informants at Breath Pilates Manado

Informant	Organizational Position	Role Description & Tenure
Informant 1	Owner & Senior Instructor	Strategic leadership, studio founder, lead instructor training
Informant 2	Studio Manager	Daily operational oversight, client management, staff scheduling
Informant 3	Finance Staff	Financial accounting, payroll processing, budget management
Informant 4	Administrator	Front desk administration, client registration, appointment booking
Informant 5	Pilates Instructor	Conducting private & group reformer sessions, posture assessment
Informant 6	Pilates Instructor	Instructing specialized Pilates routines, client progress tracking

Source: Primary Research Data (2026)

Data Collection Method and Triangulation

To establish rigorous data trustworthiness and validity, methodological triangulation was employed:

1. In-depth Interviews: Semi-structured, open-ended interviews conducted individually using a comprehensive Herzberg interview protocol covering 12 specific indicators (6 Hygiene and 6 Motivator factors).
2. Non-Participant Observation: Direct observation of physical studio conditions, reformer apparatus maintenance, ambient climate control, front-desk interactions, and supervisor-subordinate communication dynamics.
3. Documentation: Review of internal administrative guidelines, compensation records, certification documentation, and social media media outputs.

Data Analysis Technique

Qualitative data were analyzed following the interactive data analysis model of Miles, Huberman, and Saldaña (2014), consisting of three concurrent streams: (1) Data Reduction (transcribing, coding, filtering, and categorizing raw interview excerpts into Hygiene and Motivator dimensions); (2) Data Display (organizing thematic matrices and structured narratives); and (3) Conclusion Drawing and Verification (synthesizing core qualitative insights and verifying consistency through informant cross-checking).

RESULTS AND DISCUSSION

Hygiene Factors Analysis (Extrinsic)

Hygiene factors represent the extrinsic elements of the work environment at Breath Pilates Manado that prevent job dissatisfaction. The qualitative findings for the six hygiene indicators are summarized below:

1. Salary and Compensation: Informants across operational, administrative, and instructional roles confirmed that salary disbursement at Breath Pilates Manado is highly punctual, transparent, and fair. Mikael (Finance) noted that payroll processing adheres strictly to schedule, ensuring financial security. Instructors (Rein and Andrea) expressed satisfaction with competitive base pay supplemented by session-based fee incentives, which align financial rewards with teaching load. This fair compensation structure eliminates financial anxiety and serves as a fundamental dissatisfaction buffer.
2. Company Policy and Administration: Policies at Breath Pilates Manado are characterized by flexibility, transparency, and employee-oriented accommodation. Informants highlighted that studio rules regarding shift swaps, leave requests, and operational duties are communicated clearly. Studio Manager Eyi emphasized that management maintains an open-door policy, accommodating personal emergencies without rigid bureaucratic penalties, thereby creating a supportive administrative climate.
3. Physical Working Conditions: Informants unanimously praised the physical environment of the studio. Situated in Ruko Casa De Viola, the studio features modern air-conditioned rooms, immaculate cleanliness, aesthetic lighting, premium reformer equipment, and dedicated staff break areas. Indah (Administrator) and instructors emphasized that a clean, comfortable, and well-maintained physical space directly enhances daily operational efficiency and minimizes physical fatigue.
4. Interpersonal Relationships: The organizational culture at Breath Pilates Manado fosters strong collegial warmth, mutual respect, and familial solidarity. Informants repeatedly described their workplace relationships as a

'second family' (keluarga kedua). Open daily communication between administrative staff, finance personnel, instructors, and management prevent interpersonal friction and creates a highly cohesive work atmosphere.

5. Supervision Style: Frency Massie (Owner) and Eyi (Manager) employ a hybrid democratic-delegative leadership style. Supervision is supportive rather than micromanaging. Informants noted that superiors provide constructive guidance while trusting staff to execute their daily responsibilities autonomously. Instructors feel respected in their professional instructional judgment, which reinforces organizational trust.
6. Job Security: Employees express a high sense of job security driven by the studio's steady business growth, expanding client base, and transparent employment commitments. Informants reported feeling confident in their long-term employment stability at Breath Pilates Manado.

Motivator Factors Analysis (Intrinsic)

Motivator factors represent the intrinsic aspects of work content that actively generate job satisfaction and professional passion at Breath Pilates Manado:

1. Achievement: Achievement emerged as a primary intrinsic motivator, particularly for instructors (Rein and Andrea). Informants expressed profound emotional and professional fulfillment when clients achieve tangible physical recovery, posture correction, relief from chronic pain, or mastery of complex reformer routines. Witnessing client transformation yields a deep sense of personal accomplishment.
2. Recognition: Superiors and management regularly acknowledge employee contributions through verbal praise, performance highlights, and social media features. Informants stated that explicit appreciation from studio owner Frency Massie and positive client feedback significantly boost morale and enthusiasm.
3. Responsibility: Employees are entrusted with meaningful operational and instructional autonomy. Admin staff manage client bookings independently, finance handles budgeting autonomously, and instructors design customized workout regimens tailored to individual client health profiles. This trust fosters ownership and professional maturity.
4. Advancement and Growth: Breath Pilates Manado strongly supports employee professional development. Studio management facilitates instructor participation in specialized Pilates certification workshops and advanced anatomical training. Instructors emphasized that gaining accredited credentials and expanding technical expertise represent vital career advancement.
5. The Work Itself: Informants expressed a genuine passion for their work. Instructors view Pilates instruction not merely as a job, but as a meaningful vocation dedicated to promoting health and wellness. Administrative and finance staff similarly find fulfillment in maintaining a premium service experience.
6. Personal Growth: Beyond technical skills, employees experience continuous personal development, including enhanced interpersonal communication, emotional intelligence, patience, and confidence when interacting with diverse clients.

Table 2. Qualitative Matrix of Herzberg's Two-Factor Theory at Breath Pilates Manado

Herzberg Category	Indicator Dimension	Empirical Evidence & Key Themes	Impact on Job Satisfaction
Hygiene (Extrinsic)	Salary & Compensation	Punctual payroll, transparent structure, session incentives	Prevents dissatisfaction & financial anxiety
Hygiene (Extrinsic)	Company Policy	Flexible scheduling, open-door policy, empathetic management	Establishes operational comfort
Hygiene (Extrinsic)	Working Conditions	Clean, air-conditioned studio, premium reformer equipment	Enhances daily productivity
Hygiene (Extrinsic)	Interpersonal Relations	Familial warmth ('keluarga kedua'), supportive teamwork	Fosters psychological safety
Hygiene (Extrinsic)	Supervision Style	Democratic-delegative leadership, constructive guidance	Builds mutual trust
Hygiene (Extrinsic)	Job Security	Stable client base, studio growth, employment stability	Provides long-term peace of mind
Motivator (Intrinsic)	Achievement	Client posture improvement, rehabilitation success	Drives deep professional pride

Motivator (Intrinsic)	Recognition	Verbal praise from owner, positive client testimonials	Enhances work enthusiasm
Motivator (Intrinsic)	Responsibility	Autonomy in session planning & administrative tasks	Fosters ownership & accountability
Motivator (Intrinsic)	Advancement & Growth	Access to Pilates certifications & advanced workshops	Promotes career progression
Motivator (Intrinsic)	Work Itself	Passion for health promotion & mind-body conditioning	Generates intrinsic job enjoyment
Motivator (Intrinsic)	Personal Growth	Improvement in communication, patience, & confidence	Builds self-efficacy

Source: Qualitative Analysis Results (2026)

The findings of this study provide strong empirical validation for Frederick Herzberg's Two-Factor Theory within the context of a boutique fitness studio in eastern Indonesia. The qualitative evidence demonstrates that hygiene factors and motivator factors fulfill distinct, complementary roles in shaping employee work attitudes at Breath Pilates Manado.

First, the fulfillment of Hygiene Factors establishes a essential baseline of operational stability. In line with the conclusions of Thant & Chang (2021), extrinsic factors such as fair compensation, pristine physical working conditions, empathetic company policies, and democratic supervision do not directly generate enthusiastic motivation on their own, but their presence effectively eliminates job dissatisfaction. At Breath Pilates, punctual salaries and a comfortable, air-conditioned studio environment remove physiological and financial stressors, allowing employees to focus entirely on service delivery.

Second, Motivator Factors serve as the true drivers of professional passion and high job satisfaction. Consistent with the empirical findings of Zhang & Gandham (2025) and Alfayad & Arif (2017), intrinsic factors such as seeing client health progress (achievement), receiving owner appreciation (recognition), exercising session autonomy (responsibility), and attending Pilates certification courses (advancement) generate deep psychological satisfaction. Instructors view their work as a meaningful service rather than routine labor.

Crucially, this study underscores the synergistic interplay between hygiene and motivator factors. Without solid hygiene buffers (e.g., if salary were delayed or working conditions were unhygienic), intrinsic motivators would be undermined by dissatisfaction. Conversely, hygiene factors alone without intrinsic motivators would result in mere compliance rather than excellence. By successfully integrating both dimensions, Breath Pilates Manado maintains high staff retention, operational harmony, and exceptional client service quality.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the comprehensive qualitative investigation of employee job satisfaction at Breath Pilates Manado using Herzberg's Two-Factor Theory, the research yields the following conclusions:

1. Hygiene Factors (Salary, Company Policy, Physical Working Conditions, Interpersonal Relationships, Supervision Style, and Job Security) play a crucial role in preventing job dissatisfaction. Punctual compensation, flexible policies, modern air-conditioned facilities, familial teamwork, democratic leadership, and job security create a stable, stress-free work foundation.
2. Motivator Factors (Achievement, Recognition, Responsibility, Advancement & Growth, Work Itself, and Personal Growth) actively drive true job satisfaction and intrinsic dedication. Employee pride in client rehabilitation outcomes, owner appreciation, instructional autonomy, and sponsored certification opportunities foster high professional fulfillment.
3. The overall high level of employee job satisfaction at Breath Pilates Manado is achieved through a balanced strategy that maintains strong hygiene buffers while continuously cultivating intrinsic motivators.

Recommendation

1. Breath Pilates Management should maintain its strong hygiene foundation while expanding formal career progression frameworks. Implementing structured yearly incentive reviews, establishing continuing education

funds for international Pilates certifications, and formalizing employee recognition programs will further elevate staff retention and service excellence.

2. Staff members should continue fostering collaborative peer learning, maintaining open communication with management, and actively pursuing specialized skills development in clinical Pilates and posture rehabilitation.
3. Future researchers are encouraged to extend this inquiry by conducting quantitative structural equation modeling (SEM) or comparative multi-case analyses across different boutique wellness centers in eastern Indonesia to test the generalizability of these findings.

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