

***Empowering Performance: How Compensation and Motivation Influence
Employees at PT. Pelita Abadi Sejahtera Cirebon***

**Meningkatkan Kinerja: Bagaimana Kompensasi dan Motivasi Mempengaruhi
Karyawan di PT. Pelita Abadi Sejahtera Cirebon**

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ABSTRACT

This research aims to: (1) analyze, understand, and explain compensation at PT Pelita Abadi Sejahtera; (2) analyze, understand, and explain motivation at PT Pelita Abadi Sejahtera; (3) analyze, understand, and explain employee performance at PT Pelita Abadi Sejahtera; (4) analyze, understand, and explain the relationship between compensation and motivation with employee performance at PT Pelita Abadi Sejahtera; (5) analyze, understand, and explain the effect of compensation on employee performance at PT Pelita Abadi Sejahtera; (6) analyze, understand, and explain the effect of motivation on employee performance at PT Pelita Abadi Sejahtera; and (7) analyze, understand, and explain the combined effect of compensation and motivation on employee performance at PT Pelita Abadi Sejahtera. The study utilizes a descriptive method to describe issues related to the independent variables—compensation, work motivation, and employee performance. The verification approach is used to assess the effects of compensation and work motivation on employee performance. The population consists of employees at PT Pelita Abadi Sejahtera Cirebon in the second process section, with a total sample of 67 employees selected using nonprobability sampling. Path analysis is employed as the analytical tool. The results reveal: (1) a very strong and positive correlation between the compensation variable (X1) and work motivation (X2), with a correlation coefficient of 0.808; (2) no partial effect of compensation (X1) on employee performance (Y), where compensation contributes 10.28% to employee performance; (3) a partial effect of work motivation (X2) on employee performance (Y), with work motivation influencing employee performance by 84.76%; and (4) a significant simultaneous effect of compensation (X1) and work motivation (X2) on employee performance (Y), accounting for 95.03%, with the remaining impact attributable to other factors.

Keywords: Compensation, Work Motivation, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk: (1) menganalisis, memahami, dan menjelaskan kompensasi di PT Pelita Abadi Sejahtera; (2) menganalisis, memahami, dan menjelaskan motivasi di PT Pelita Abadi Sejahtera; (3) menganalisis, memahami, dan menjelaskan kinerja karyawan di PT Pelita Abadi Sejahtera; (4) menganalisis, memahami, dan menjelaskan hubungan antara kompensasi dan motivasi terhadap kinerja karyawan di PT Pelita Abadi Sejahtera; (5) menganalisis, memahami, dan menjelaskan pengaruh kompensasi terhadap kinerja karyawan di PT Pelita Abadi Sejahtera; (6) menganalisis, memahami, dan menjelaskan pengaruh motivasi terhadap kinerja karyawan di PT Pelita Abadi Sejahtera; dan (7) menganalisis, memahami, dan menjelaskan pengaruh kombinasi kompensasi dan motivasi terhadap kinerja karyawan di PT Pelita Abadi Sejahtera. Penelitian ini menggunakan metode deskriptif untuk menggambarkan masalah terkait variabel independen, yaitu kompensasi, motivasi kerja, dan kinerja karyawan. Pendekatan verifikasi digunakan untuk mengetahui pengaruh kompensasi dan motivasi kerja terhadap kinerja karyawan. Populasi dalam penelitian ini adalah karyawan di PT Pelita Abadi Sejahtera Cirebon pada bagian proses kedua, dengan jumlah sampel sebanyak 67 karyawan yang dipilih menggunakan teknik nonprobability sampling. Alat analisis yang digunakan adalah analisis jalur (path analysis). Hasil penelitian menunjukkan bahwa: (1) terdapat korelasi yang sangat kuat dan positif antara variabel kompensasi (X1) dan motivasi kerja (X2) dengan koefisien korelasi 0,808; (2) tidak ada pengaruh parsial dari kompensasi (X1) terhadap kinerja karyawan (Y), di mana kompensasi mempengaruhi kinerja karyawan sebesar 10,28%; (3) terdapat pengaruh parsial dari motivasi kerja (X2) terhadap kinerja karyawan (Y), di mana motivasi kerja (X2) mempengaruhi kinerja karyawan (Y) sebesar 84,76%; dan (4) terdapat pengaruh simultan yang signifikan antara kompensasi (X1) dan motivasi kerja (X2) terhadap kinerja karyawan (Y) sebesar 95,03%, sementara sisanya dipengaruhi oleh faktor lain.

Kata Kunci: Kompensasi, Motivasi Kerja, Kinerja Karyawan.

1. Introduction

Human resources play a pivotal role in the success of an organization, as employee performance directly influences the achievement of company goals (Anitha, 2014; Gagné & Deci, 2005). For companies to reach their optimal potential, fostering employee competence and motivation becomes crucial (Amabile, 1993). Employees are not just organizational assets; they are integral to a company's overall productivity and growth, making investment in employee development and satisfaction essential. Companies that prioritize employee motivation and fair compensation often experience increased overall productivity, benefiting the organization as a whole (Bryson et al., 2017; Latham & Pinder, 2005). Numerous studies emphasize the importance of aligning compensation with employee expectations to drive performance (Chiang & Birtch, 2010; Hafiza et al., 2011).

At PT Pelita Abadi Sejahtera, observations suggest that employee performance is inconsistent, particularly in terms of achieving sales targets from 2022 to the first semester of 2023. This inconsistency highlights the need to explore the factors impacting performance stability and improvement. A preliminary survey conducted with 30 employees of PT Pelita Abadi Sejahtera indicated that work compensation and motivation are primary determinants of performance. Specifically, 33% of employees pointed to work compensation as the most crucial factor affecting their performance, while 27% cited motivation. This initial data suggest that, although other factors such as workload, work environment, and stress levels also play a role, compensation and motivation are significant contributors to performance (Miao & Cao, 2019). These findings align with previous research, which indicates that fair compensation can motivate employees to engage more effectively, ultimately leading to improved productivity (Ryan & Deci, 2000; Wibowo, 2014).

In terms of compensation, it has long been recognized as a fundamental element of human resource management that affects job satisfaction and performance (Aguinis et al., 2013). Compensation not only serves as a reward but also reflects the organization's valuation of its employees' efforts, motivating them to work more effectively (Park & Johnson, 2019). At PT Pelita Abadi Sejahtera, however, only 70% of employees reported that their salaries met their expectations, and a mere 20% felt that bonuses were proportional to the overtime work they had performed. Such dissatisfaction can have a negative impact on performance, particularly if compensation does not align with the efforts and contributions of employees (Miao & Cao, 2019; Bryson et al., 2017). Wibowo (2014) posits that fair compensation has the potential to significantly boost employee morale and, by extension, productivity. Studies have shown that employee performance tends to be higher when compensation is perceived as fair and equitable (Chiang & Birtch, 2010).

Similarly, work motivation plays an essential role in enhancing employee performance (Deci et al., 1999). Motivation can be influenced by factors such as rewards, recognition, and interpersonal relationships within the workplace. For instance, intrinsic motivation—driven by internal rewards and satisfaction—has been shown to foster higher performance levels than extrinsic motivation alone (Dysvik & Kuvaas, 2013). However, findings from the preliminary survey at PT Pelita Abadi Sejahtera indicate a lack of motivational support. In fact, 70% of employees reported a mismatch between rewards and work achievements, which may be contributing to performance inconsistencies. This is consistent with research suggesting that employees who feel unrecognized for their contributions often experience diminished motivation, leading to reduced productivity (Serdamayanti, 2014). Studies by Meyer et al. (2002) and Prakoso (2016) further support the positive correlation between work motivation and performance, emphasizing that well-motivated employees are more likely to reach or exceed their performance targets.

The gap between compensation expectations and actual compensation, coupled with a perceived lack of adequate motivation, has the potential to hinder employee performance. This study, therefore, aims to investigate the effect of compensation and motivation on employee performance specifically at PT Pelita Abadi Sejahtera. By examining these factors, the study seeks to provide insights that will enable the company to enhance its HR practices and foster a more motivated, productive workforce. Moreover, this research aims to contribute to the broader field of HR management, adding to the understanding of how compensation and motivation can be leveraged to drive consistent and high employee performance (Anitha, 2014; Park & Johnson, 2019). In focusing on these specific factors, the study offers a targeted approach that addresses the core drivers of employee engagement and performance in the context of PT Pelita Abadi Sejahtera, providing valuable implications for similar organizations in the industry.

2. Literature Review

Compensation

Compensation refers to the rewards, both financial and non-financial, given to employees by an organization in exchange for their services. According to Gagne & Deci (2005), compensation can be a powerful motivator if it aligns with employees' expectations and needs. In line with this, Wibowo (2014) defines compensation as all forms of rewards, both financial and non-financial, provided to employees as a return for their contributions to the company's goals. Similarly, Ryan & Deci (2000) highlight that fair compensation not only satisfies basic financial needs but also reinforces motivation by signaling recognition of employees' efforts.

Work Motivation

Motivation is an internal or external force that drives individuals to achieve specific goals (Deci et al., 1999). According to Chiang & Birtch (2010), motivation plays a critical role in ensuring employees put in the necessary effort to meet organizational objectives. Wibowo (2014) further elaborates that work motivation is the psychological process that induces employees to strive toward personal and organizational success. Moreover, Gagné & Deci (2005) emphasize that intrinsic motivation, such as the satisfaction derived from meaningful work, can lead to more sustained and effective performance outcomes.

Employee Performance

Employee performance refers to the results of an individual's work, which may include both quantitative outputs and the quality of their contributions. According to Anitha (2014), performance is influenced by various factors, including compensation and motivation. Performance is also defined by Wibowo (2014) as the degree of success an individual or organization achieves in fulfilling its tasks and objectives. Moreover, Bryson et al. (2017) argue that performance is not solely determined by external rewards but is also shaped by intrinsic motivation and personal engagement.

Hypotheses

H1: There is a relationship between compensation and motivation at PT Pelita Abadi Sejahtera.

Compensation is likely to influence employee motivation, as employees tend to work harder when they feel their efforts are adequately rewarded (Latham & Pinder, 2005). When compensation is aligned with employee expectations, motivation increases, leading to enhanced productivity and commitment (Hafiza et al., 2011). Therefore, higher compensation can lead to greater enthusiasm and work engagement.

H2: There is an effect of compensation on employee performance at PT Pelita Abadi Sejahtera.

Fair and competitive compensation is crucial for enhancing employee performance. Research by Meyer et al. (2002) suggests that when employees feel their compensation is commensurate with their contributions, they are more likely to demonstrate high levels of performance. As compensation improves, employees' motivation and work efficiency also increase, ultimately benefiting the company's performance outcomes (Gagné & Deci, 2005).

H3: There is an influence of work motivation on the performance of employees at PT Pelita Abadi Sejahtera.

Work motivation is a key determinant of employee performance. As noted by Anitha (2014) and Wibowo (2014), motivated employees exhibit higher productivity and achieve better performance outcomes. By fostering an environment that supports motivation, such as offering recognition and growth opportunities, companies can see an improvement in employee performance (Serdamayanti, 2014).

H4: There is an influence of compensation and work motivation on employee performance at PT Pelita Abadi Sejahtera.

Both compensation and motivation are intertwined and contribute to employee performance. As suggested by Chiang & Birtch (2010), organizations that offer competitive compensation packages and cultivate motivating work environments tend to see significant improvements in employee performance. When compensation is perceived as fair, and when employees feel motivated to excel, their performance naturally improves, helping the organization achieve its goals efficiently (Ryan & Deci, 2000; Gagné & Deci, 2005).

3. Methods

This study uses a causality research design using a quantitative method approach. Causality research design is research that is studied to prove the presence or absence of a causal relationship between one variable and another. Then the quantitative research method is a method of collecting data using instruments such as questionnaires that are distributed to obtain data from respondents. Sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. The analysis method used is path analysis. This research was conducted at PT Pelita Abadi Sejahtera Cirebon West Java with research time in August-September 2023. In this study the population taken was employees at PT Pelita Abadi Sejahtera totaling 67 employees. The sampling technique used is a saturated sample. The reason this study uses saturated samples is because the population is small, which is less than 100. So the number of samples in this study were 67 employees of PT Pelita Abadi Sejahtera who will be used as

respondents. The sampling technique used in this research is *nonprobability sampling*. According to (Sugiyono, 2017: 84) nonprobability sampling is a sampling technique that does not provide equal opportunities / opportunities for each element or member of the population to be selected as a sample. The type of *nonprobability* sampling used in this study is a saturated sample.

4. Results and Discussion

Validity Test

The validity test was conducted to assess whether the questionnaire items for each variable are valid. Validity refers to the extent to which a test measures what it is intended to measure. In this study, the validity test was performed by comparing the **r count** value for each statement against the **r table** value of 0.240. All **r count** values for the variables of compensation (X1), work motivation (X2), and employee performance (Y) exceeded the **r table** value of 0.240, indicating that all the items in the questionnaire are valid. This means that the questionnaire statements accurately represent their respective variables and can be relied upon for further analysis.

Reliability Test

The reliability test was conducted to evaluate the consistency of the research instruments used in the study. Reliability refers to the degree to which an instrument produces stable and consistent results over time. The **Cronbach's Alpha** method was used to determine reliability.

The **Cronbach's Alpha** values for each variable were all greater than 0.70:

- Compensation (X1) = 0.926
- Work Motivation (X2) = 0.955
- Employee Performance (Y) = 0.974

Since all the **Cronbach's Alpha** values exceeded 0.70, it can be concluded that the items in the questionnaire are reliable. This means the questionnaire can be consistently used as a measuring tool for the variables of compensation, work motivation, and employee performance in this study.

Normality Test

The normality test was conducted to determine whether the sample data follows a normal distribution, which is an important assumption for many statistical analyses. The **One-Sample Kolmogorov-Smirnov Test** was used to test for normality. The significance value (Asymp. Sig. 2-tailed) was 0.200, which is greater than the alpha level of 0.05. This indicates that the sample data is normally distributed, meeting the assumption of normality required for further statistical analysis.

Correlation Analysis

Correlation analysis was conducted to determine whether the compensation variable (X1) had a relationship with work motivation (X2). Calculations were carried out using the SPSS 26.0 *for windows* program and the following results were obtained:

Table 1. Correlation of Compensation (X1) and Work Motivation (X2)
Correlations

		Compensation	Work Motivation
Compensation	Pearson Correlation	1	.808**
	Sig. (2-tailed)		.000
	N	67	67
Work Motivation	Pearson Correlation	.808**	1
	Sig. (2-tailed)	.000	
	N	67	67

Source: 2023 Analysis Results

The magnitude of the correlation coefficient (r) between compensation (X1) and work motivation (X2) is 0.808. Compensation (X1) and work motivation (X2) have a coefficient interval of 0.808 there is a correlation between the two which is very strong.

Path Analysis

on data processing with SPSS *for windows version* 26.0, the path coefficient is obtained for each compensation variable (X1) and work motivation (X2) on employee performance (Y). The analysis results can be seen in table 2 below:

Table 2. Linear Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-1.528	2.293		-.666	.508
	Compensation	.073	.113	.061	.646	.520
	Work Motivation	1.037	.117	.843	8.875	.000

a. Dependent Variable: Employee Performance

Source: 2023 Analysis Results

Based on showing the path coefficient of the compensation variable (X1) and work motivation (X2) on employee performance (Y) which can be explained as follows:

1. The effect of compensation on employee performance is the result of the path coefficient of compensation (X1) on employee performance (Y) is 0.061.
2. The effect of work motivation on employee performance, the result of the path coefficient of work motivation (X2) on employee performance (Y) is 0.843.

Partial Test (t Test)

Table 3. T Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.528	2.293		-.666	.508
	Compensation	.073	.113	.061	.646	.520
	Work Motivation	1.037	.117	.843	8.875	.000

a. Dependent Variable: Employee Performance

Source: 2023 Analysis Results

1. With a sig value. $0.520 > 0.05$ and tcount value $0.646 < t$ table 1.997. Thus it can be concluded that compensation (X1) partially has no effect on employee performance (Y).
2. With a sig value. $0.00 < 0.05$ and the tcount value is $8.875 > t$ table 1.997. Thus it can be concluded that work motivation (X2) partially affects employee performance (Y).

F test

The effect of compensation (X1) and work motivation (X2) simultaneously (overall) on employee performance (Y) can be seen through statistical testing using the following hypothesis:

Table 4. F Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3704.610	2	1852.305	127.149	.000 ^b
	Residuals	932.353	64	14.568		
	Total	4636.964	66			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Compensation

With a sig value. $(0.000) < \alpha (0.05)$ and f count $(127.149) > f$ table (3.14) then H_0 is rejected. Thus it can be concluded that compensation (X1) and work motivation (X2) simultaneously affect employee performance (Y).

Discussion

In this study, the impact of compensation (X1) and work motivation (X2) on employee performance (Y) at PT Pelita Abadi Sejahtera was analyzed. The compensation variable, assessed through 10 statements and 67 respondents, received an average score of 267.4, which falls under the "good" category. This suggests that employees perceive the compensation system as satisfactory, aligning with findings from Robinson et al. (2004) and Lawler (2000), who highlighted the importance of fair compensation in enhancing employee satisfaction and motivation. The work motivation variable, evaluated using 9 statements and 67 respondents, obtained an average score of 287.3, which indicates "very good" motivation levels among employees. This result is consistent with the research by Locke & Latham (2002) and Deci & Ryan (2008), emphasizing the significant role motivation plays in improving employee performance and organizational commitment. The employee performance variable, assessed through 11 statements and 67 respondents, recorded an average score of 297.5, which is categorized as "very good." This shows that employees at PT Pelita

Abadi Sejahtera exhibit strong performance, confirming the findings of Huselid (1995) and Dessler (2013), who identified the critical role of compensation and motivation in driving employee performance.

Verification of the hypotheses regarding the effect of compensation and work motivation on employee performance revealed several important findings. The hypothesis test for the relationship between compensation (X1) and work motivation (X2) showed that the t-count (11.06) exceeded the t-table (1.975), leading to the rejection of the null hypothesis (H_0). This indicates a significant correlation between compensation and work motivation, with a correlation coefficient of 0.808, suggesting a strong relationship. This finding is in line with Yuningsih et al. (2020), who found a similar positive relationship between compensation and motivation. The next hypothesis test examined the partial effect of compensation on employee performance. The results showed that the significance value (0.052) was greater than the alpha level (0.05), and the t-count (0.646) was smaller than the t-table (1.997), leading to the acceptance of the null hypothesis. This suggests that compensation does not significantly impact employee performance on its own. The direct effect of compensation on performance was found to be 47.12%, with other factors influencing the remaining variance. This finding contrasts with studies by Murtiyoko (2019) and Juwitasari (2017), who reported a significant effect of compensation on performance, highlighting that differences in organizational contexts might explain this discrepancy.

In contrast, the test of the partial effect of work motivation on employee performance revealed a significant result, with a significance value (0.000) less than the alpha level (0.05) and a t-count (8.875) exceeding the t-table (1.997). This led to the rejection of the null hypothesis, confirming that work motivation significantly influences employee performance. The direct effect of work motivation on performance was found to be 84.76%, emphasizing the importance of motivation in improving employee outcomes. These results align with Syaifullah & Prasetyo (2018), who also found a positive effect of work motivation on employee performance. Finally, the simultaneous effect of compensation and work motivation on employee performance was tested. The F-count (40.955) was greater than the F-table (3.06), leading to the rejection of the null hypothesis and confirming that both compensation and work motivation significantly and simultaneously affect employee performance. This result is consistent with Wibowo (2018), who also found that both compensation and motivation positively influence employee performance.

4. Conclusions

Based on the findings of this study, several important conclusions and recommendations can be drawn regarding compensation, work motivation, and employee performance at PT Pelita Abadi Sejahtera Cirebon. First, compensation must be improved, particularly in terms of incentives such as attendance bonuses, overtime pay, and other types of performance-based incentives. These enhancements will likely boost employee satisfaction and motivation, which are key drivers of performance. Second, it is essential to maintain high levels of work motivation to prevent any potential decline. A clear and structured career path system should be implemented, as it can serve as a strong indicator for employees to aim for specific positions within the company. This will provide a sense of direction and long-term professional growth, which can further enhance motivation. Employee performance is another critical factor that needs to be maintained in order to meet the company's established output targets. Ensuring that employees are equipped with the necessary skills and are able to complete their tasks within the required timelines is crucial for achieving organizational goals. Moreover, the strong relationship between compensation and work

motivation must be preserved, as both factors are interconnected and influence overall employee performance.

Although compensation has been found to have no direct impact on employee performance in this study, it still plays an important role in motivating employees. Therefore, PT Pelita Abadi Sejahtera should design a more effective compensation system that encourages employees to improve their performance. As for work motivation, the study confirms its positive effect on employee performance, making it vital to continuously maintain and enhance motivation levels in the workplace.

Future studies should explore the impact of specific types of compensation, such as non-monetary incentives and recognition programs, on employee performance. Further investigation into the career path system and its role in employee motivation could provide valuable insights into how to better retain and develop talent within organizations. Additionally, research could delve deeper into the interaction between compensation, work motivation, and other variables such as job satisfaction and organizational commitment to create a more comprehensive model for improving employee performance. It would also be beneficial to expand the scope of this study to other companies or industries to assess the generalizability of the findings.

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