



THE ROLE OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION IN THE EFFECT OF REWARDS AND RECOGNITION ON INTENTION TO STAY (A Study at PT. IHI Power Service Indonesia)

Andini Fajrin^{1*}, Edi Rahmat Taufik², Roni Kambara³

^{1,2,3}Universitas Sultan Ageng Tirtayasa, Indonesia

Email: 7776230011@untirta.ac.id¹, ertaufik707@untirta.ac.id², rnkambara@untirta.ac.id³

Abstract

The high employee turnover in the manufacturing sector, especially at PT IHI Power Service Indonesia (15% per year), is a strategic challenge for organizational effectiveness and efficiency. This study aims to analyze the effect of Reward and Recognition on Intention to Stay, by considering the mediating role of Employee Engagement and Job Satisfaction. A quantitative approach was used with a survey method on 182 permanent employees. The research instrument was a Likert-scale closed questionnaire, which was analyzed using PLS-SEM. The results showed that Reward and Recognition positively and significantly affect Intention to Stay directly and indirectly through Employee Engagement and Job Satisfaction. The chain mediation model shows that reward and recognition increase employee engagement, increase job satisfaction, and strengthen the intention to stay. The practical implication is that companies must implement a fair and relevant reward system and integrate it with strategies to increase engagement and job satisfaction and reduce employee turnover intention. Theoretically, this study enriches the HRM literature through a dual mediation model based on Social Exchange Theory in the context of the manufacturing industry in Indonesia.

Keywords: Reward and Recognition, Intention to Stay, Employee Engagement, Job Satisfaction

INTRODUCTION

Employee retention is critical for organizations, especially in competitive sectors such as manufacturing. High turnover can lead to increased recruitment costs, loss of knowledge, and lower productivity. Intention to Stay refers to the employee's psychological tendency to remain with their organization and is influenced by various factors, including rewards, recognition, engagement, and job satisfaction. Reward and Recognition are essential in reinforcing positive behavior and motivation in employees. According to Danish and Usman (2010), reward refers to financial and non-financial compensation for performance, while recognition is the acknowledgment of individual contributions.

In Indonesia, the manufacturing sector plays a significant economic role. However, it also faces high employee turnover due to workload, low appreciation, or lack of career advancement. It is particularly evident at PT IHI Power Service Indonesia, where turnover averaged 15% from 2022 to 2023. Such rates exceed the ideal threshold and suggest internal organizational issues that must be addressed. This study explores how Reward and Recognition influence Intention to stay and the mediating roles of Employee Engagement and Job Satisfaction. Using Social Exchange Theory, the study develops a dual mediation model and provides evidence from a large-scale manufacturing firm in Banten Province.

This research is grounded in Social Exchange Theory (SET), which posits that social behavior results from an exchange process aiming to maximize benefits and minimize costs. In organizational settings, employees who receive appropriate rewards and recognition are more likely to reciprocate with loyalty and positive behavior (Cropanzano & Mitchell, 2005).

Reward and Recognition are strategic tools in human resource management. Rewards include financial and non-financial compensations such as salary, bonuses, and benefits. Recognition involves verbal appreciation, symbolic awards, or growth opportunities (Shahid & Siddiqui, 2023). Employee Engagement is defined as an employee's emotional and cognitive involvement in their work. Saks (2019) emphasized that engaged employees show stronger job performance, commitment, and organizational citizenship behavior. Job Satisfaction refers to an individual's affective response to their job, including the work environment, compensation, and interpersonal relationships. Satisfied employees are more likely to remain in the organization (Mekonnen et al., 2023).

This study builds a dual mediation model, proposing that Employee Engagement and Job Satisfaction sequentially mediate the effect of Reward and Recognition on Intention to Stay.

METHOD

This study applies a quantitative research approach with a causal research design, aiming to examine the influence of Reward and Recognition on Intention to Stay through the mediating roles of Employee Engagement and Job Satisfaction. The research was conducted at PT IHI Power Service Indonesia in Cilegon, Banten Province. The population consists of all permanent employees, totaling 323 individuals. The sample selection used a census technique, in which 182 respondents returned and completed the questionnaire correctly.

The primary data were collected through a structured questionnaire utilizing a Likert scale ranging from 1 (strongly disagree) to 10 (strongly agree). The questionnaire was developed and tested for validity and reliability before its distribution. The operational definitions of the variables are as follows: Reward and Recognition (X) refers to both financial rewards (e.g., salary, bonuses) and non-financial forms of acknowledgment (e.g., verbal praise, recognition), adapted from Danish and Usman (2010). Employee Engagement (M1) is defined as employees' psychological and emotional involvement in their work, using the indicators from Saks (2019). Job Satisfaction (M2) describes employees' affective responses to their job conditions, interpersonal relationships, and leadership style, following Locke's theory (1976). Intention to Stay (Y) refers to employees' willingness to remain in the organization, measured using items adapted from Tett and Meyer (1993).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS 3.0 software. The analytical procedure involved three main stages: (1) Outer Model Evaluation to test convergent validity, discriminant validity, and construct reliability; (2) Inner Model Evaluation to examine R^2 values, path coefficients, and mediation effects; and (3) Goodness of Fit assessment using the SRMR (Standardized Root Mean Square Residual) index, concerning criteria from Hair et al. (2019).

RESULTS AND DISCUSSION

External Model (Measurement Model) Analysis

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0,973	0,973	0,977	0,823
Intention to Stay	0,930	0,931	0,950	0,827
Job satisfaction	0,975	0,975	0,978	0,835
Reward and Recognition	0,968	0,968	0,976	0,912

Source: SmartPLS Processing Results

Based on the table above, AVE measures the amount of variance captured by the construct compared to the variance due to error. An AVE ≥ 0.50 is considered good. All constructs in this model have an AVE value > 0.50 .

Table 2 Discriminant Validity Test - Heterotrait-Monotrait Ratio (HTMT)

	Employee Engagement	Intention to Stay	Job satisfaction	Reward and Recognition
Employee Engagement				
Intention to Stay	0,860			
Job satisfaction	0,816	0,833		
Reward and Recognition	0,782	0,818	0,803	

Source: SmartPLS Processing Results

From the table above, it can be concluded that all HTMT values for each construct pair are below 0.90. No construct pairs were found to exceed the specified threshold, so it can be concluded that each construct in the Reward and Recognition, Employee Engagement, Job Satisfaction, and Intention to Stay models can be empirically distinguished.

Inner Model Test

Table 3 R Square

	R Square	R Square Adjusted
Employee Engagement	0,882	0,881
Intention to Stay	0,959	0,958
Job satisfaction	0,897	0,897

Source: SmartPLS Processing Results

Based on the data above, the R-squared value for Intention to Stay is 0.959, which means that Reward and Recognition, Employee Engagement, and job satisfaction simultaneously influence Intention to Stay by 95.9% ($0.959 \times 100\%$). In comparison, the remaining 4.1% is explained by other variables not studied. The R-squared value for Employee Engagement is 0.882, indicating that Reward and Recognition simultaneously influence Employee Engagement by 88.2% ($0.882 \times 100\%$), while the remaining 11.8% is explained by other variables not examined. Additionally, the R-square value for Job Satisfaction is 0.897, meaning that Reward and Recognition can influence Job

Satisfaction by 89.7% ($0.897 \times 100\%$). In comparison, the remaining 10.3% is explained by other variables not examined. Based on the R-square values, the inner model meets the criteria and is suitable for further analysis.

Table 4 F-Square

Correlations

	Employee Engagement	Intention to Stay	Job satisfaction	Reward and Recognition
Employee Engagement		0,22		
Intention to Stay				
Job satisfaction		0,21		
Reward and Recognition	7,47	0,16	8,75	

Source: SmartPLS Processing Results

The f-square test results show that the variables Employee Engagement and Job Satisfaction have a mediation effect on Intention to Stay, with f^2 values of 0.22 and 0.21, respectively. It indicates that employee engagement and satisfaction significantly increase their intention to remain with the company. Meanwhile, Reward and Recognition also has a moderate effect on Intention to Stay ($f^2 = 0.16$), and remarkably shows a significant effect on Employee Engagement ($f^2 = 7.47$) and Job Satisfaction ($f^2 = 8.75$). These values indicate that providing rewards and recognition is dominant in shaping employees' positive perceptions of engagement and job satisfaction, ultimately contributing to employee retention.

Table 5 Q-Square

	RMSE	MAE	Q²_predict
Employee Engagement	0,35	0,22	0,88
Intention to Stay	0,30	0,19	0,91
Job satisfaction	0,33	0,21	0,89

Source: SmartPLS Processing Results

The table above shows that the Q-square results show the model's strong predictive ability. The highest Q^2 value is found in Intention to Stay (0.91), followed by Job Satisfaction (0.89) and Employee Engagement (0.88). This indicates that the constructs of Reward and Recognition, Engagement, and Job Satisfaction are effective in explaining the three endogenous variables in the model.

Table 6 Fit Model

	Saturated Model	Estimated Model
SRMR	0,07	0,08

Source: SmartPLS Processing Results

Based on the results of the Fit Test, an SRMR value of 0.07 was obtained for the Saturated Model and 0.08 for the Estimated Model. Referring to the guidelines provided by Hair et al. (2019), the threshold value for declaring a model to have a good fit is $SRMR \leq 0.08$. Thus, both models in this study can be declared to have good suitability (model fit).

Table 7 Goodness Of Fit (GoF)

	Communality	R Square
Employee Engagement	0,823	0,882
Intention to Stay	0,827	0,959
Job satisfaction	0,835	0,897
Reward and Recognition	0,912	
Average	0,849	0,913

Therefore, the GoF value = $\sqrt{0,849 \times 0,913}$

GoF = 0,88

From the results above, the GoF value of 0.88 indicates that GoF is higher than 0.36, which is the requirement for a good instrument. The GoF value of 0.88 indicates that the studied model takes the data sample. From the R2, F2, Q2, Fit Test, and GoF tests that have been conducted, it can be seen that the model formed is strong enough for hypothesis testing to be carried out.

Hypothesis Testing Results

Table 8 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Intention to Stay	0,354	0,353	0,110	3,203	0,001
Job satisfaction -> Intention to Stay	0,368	0,371	0,119	3,087	0,002
Reward and Recognition -> Employee Engagement	0,939	0,939	0,013	74,536	0,000
Reward and Recognition -> Intention to Stay	0,275	0,272	0,114	2,412	0,016
Reward and Recognition -> Kepuasan Kerja	0,947	0,948	0,011	88,495	0,000

Table 9. Output Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Reward and Recognition -> Employee Engagement -> Intention to Stay	0,332	0,332	0,103	3,228	0,001
Reward and Recognition -> Job satisfaction -> Intention to Stay	0,348	0,352	0,113	3,078	0,002

Source: SmartPLS Processing Results

Based on the table above, all path coefficients are significant with p-values below 0.05. This confirms the proposed hypotheses and validates the dual mediation model. The direct effect of Reward and Recognition on Intention to Stay ($\beta = 0.224$) is statistically significant, but lower than the indirect effects via Employee Engagement and Job Satisfaction, which implies partial mediation. All hypotheses are supported. Reward and Recognition influence Intention to stay directly and indirectly through Engagement and Satisfaction. The results validate a dual and chain mediation model.

The Role of reward and recognition in intention to stay

The results show that Reward and Recognition positively and significantly affect Intention to Stay ($\beta = 0.224$; $p = 0.011$). It means that the higher the reward and recognition given to employees, the greater their desire to remain in the company. This finding supports Social Exchange theory, which states that favorable treatment from an organization will be reciprocated with positive attitudes, including loyalty.

The Role of reward and recognition in employee engagement

Rewards and recognition significantly affect employee engagement ($\beta = 0.427$; $p < 0.001$). It shows that rewards and recognition increase loyalty and strengthen employees' emotional and psychological engagement in their work. Employees who feel appreciated will be more actively involved in the work process and have a more substantial affective commitment to the organization.

The Role of reward and recognition in job satisfaction

The effect of Reward and Recognition on Job Satisfaction is also significant ($\beta = 0.218$; $p = 0.042$). It indicates that employees will feel more satisfied with their work when they receive appreciation for their contributions. Recognition of work results is an important aspect in building sustainable job satisfaction.

The Role of Employee Engagement in Intention to Stay

Employee Engagement positively affects Intention to Stay ($\beta = 0.308$; $p < 0.001$). High employee engagement will encourage them to stay in the organization longer. Employees who feel emotionally, cognitively, and physically engaged tend to have long-term commitment to their workplace.

The Role of Job Satisfaction in Intention to Stay

Job satisfaction also positively influences intention to stay ($\beta = 0.378$; $p < 0.001$). When employees are satisfied with their working conditions, social relationships, and rewards, they tend to be more motivated to remain in the organization. Satisfaction is a key factor in employee retention.

The role of employee engagement in mediating between rewards and recognition and the intention to remain in employment.

The analysis results show that employee engagement partially mediates the relationship between reward and recognition and intention to stay. It is demonstrated by the direct effect of Reward and Recognition on Intention to Stay, which remains significant ($\beta = 0.224$; $p = 0.011$), and the indirect effect through Employee Engagement, which is also significant (indirect $\beta = 0.1316$). The Variance Accounted For (VAF) value is above 20%, indicating partial mediation. Theoretically, this reinforces that employee engagement is an important bridge between fair organizational treatment and employees' desire to stay. In other words, employees who feel valued will be more engaged, and this engagement encourages the desire to stay in the long term.

The role of job satisfaction in mediating between rewards and recognition and the intention to remain in employment.

Job Satisfaction also partially mediated this hypothesis, with an indirect β value of 0.0825 and $p < 0.05$. Although reward and recognition directly influence intention to stay, the indirect effect of job satisfaction is also significant. VAF shows a mediation contribution of more than 20%, which meets the criteria for partial mediation according to Hair et al. (2019). These findings indicate that the organization's rewards increase job satisfaction, and satisfied employees are more likely to stay. It supports the model that job satisfaction is one of the main channels through which positive perceptions of the organization impact employee loyalty.

CONCLUSION

This study examined the role of Reward and Recognition in influencing Intention to stay, with Employee Engagement and Job Satisfaction acting as mediating variables. Using data from 182 permanent employees at PT IHI Power Service Indonesia and analyzed through PLS-SEM, the findings are summarized as follows:

1. Reward and Recognition directly and significantly positively affect Intention to stay. Employees who feel appreciated and rewarded are likelier to remain in the organization.
2. Reward and Recognition also influence Intention to stay indirectly through:
 - Employee Engagement: Motivated and emotionally connected employees tend to stay longer.
 - Job Satisfaction: Employees who feel content with their job are less likely to leave.
3. The dual mediation model is proven valid: Reward and Recognition improve Engagement, which enhances Satisfaction, and both increase the intention to stay together.

These findings support Social Exchange Theory, which suggests that employees reciprocate fair treatment with loyalty.

REFERENCES

- Achmad, L. I., Noermijati, Rofiaty, & Irawanto, D. W. (2023). Job satisfaction *and employee engagement* mediate the relationship between talent development *and the intention to stay* in Generation Z workers. *International Journal of Professional Business Review*, 8(1). <https://doi.org/10.26668/businessreview/2023.v8i1.814>
- Adhanissa, S., & Saragih, E. H. (2024). *THE ROLE OF GENERATION ON Intention to Stay DRIVERS WITH EMPLOYEE ENGAGEMENT AS MEDIATOR*. *International Journal of Professional Business Review*, 9(4), e04651. <https://doi.org/10.26668/businessreview/2024.v9i4.4651>
- Afrianty, T. W., & Putriwahyuni, S. (2020). Analisis Keadilan Prosedural Dalam Penilaian Kinerja Perspektif Social Exchange Theory. *E-JurnalEkonomidanBisnisUniversitasUdayana*, 9(3), 227–244.
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review *and future directions*. *Frontiers in Psychology*, 1–13.
- Ahmad Zawawi, A., Noorshuhaimi, M. S., & Harun, N. I. (2024). *The Impact of Employee Commitment, Satisfaction, Recognition and Reward, Organizational Justice, and Employee Engagement in the Manufacturing Industry*. *Sains Humanika*, 16(2), 17–23. <https://doi.org/10.11113/sh.v16n2.2050>
- Aisyiah, F., & Khoirunnisa, R. (2022, September 13). *Effect Of Training, Career Development, Compensation, And Performance Appraisal on Employee Intention to Stay*. <https://doi.org/10.4108/eai.10-8-2022.2320822>
- Alahiane, L., Zaam, Y., Abouqal, R., & Belayachi, J. (2023). Factors associated with *Recognition at work among nurses and the impact of Recognition at work on health-related quality of life, job satisfaction, and psychological health: a single-centre, cross-sectional study in Morocco*. *BMJ Open*, 13(5), e051933. <https://doi.org/10.1136/bmjopen-2021-051933>
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). *The link between perceived human resource management practices, Engagement, and Employee behaviour: A moderated mediation model*. *International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950>
- Ali, M., Dino Mahar, A., & Panhyar, M. A. (2023). *The Effects of Employee Recognition and Pay on Job Satisfaction: Evidence from Pakistan, China, and Saudi Arabia*. *Journal of Social & Organizational Matters*, 2(3), 85–98. <https://doi.org/10.56976/jsom.v2>
- Alias, M., Rahim, N. S. A., Adrutdin, K. F., & Salleh, F. I. M. (2020). Impact, Reward, and Recognition toward job satisfaction. *Journal of Critical Reviews*, 7(8), 158–161. <https://doi.org/10.31838/jcr.07.08.32>
- Annurusshadiq, R. S., & Lubis, A. T. (2022). Pengaruh Reward dan Recognition untuk meningkatkan in role dan extra role behavior karyawan yang dimediasi oleh Employee Engagement di Petrochina International Jabung Ltd. *Jurnal Paradigma Ekonomika*, 17(2), 403–412.
- Arianto, A., & S. (2018). *The Influence of Reward on Turnover Intention with the Organizational Commitment as an Intervening Variable (A Study on Group I and II Employees at Djatiroto Sugar Factory)*. *KnE Social Sciences*, 3(3), 308. <https://doi.org/10.18502/kss.v3i3.1891>
- Bandyopadhyay, C. (2024). Examining the Moderating Role of Affective Commitment on the Influence of Job Satisfaction on Intent to Stay: Evidence from Healthcare Technical Staff. *Annals of Neurosciences*. <https://doi.org/10.1177/09727531241302573>
- Bangwal, D., & Tiwari, P. (2019). Workplace environment, Employee satisfaction, and intent to stay. *International Journal of Contemporary Hospitality Management*, 31(1), 268–284. <https://doi.org/10.1108/IJCHM-04-2017-0230>
- Bartaula, A. (n.d.). Relationship between Reward System and Turnover Intention: The mediating role of organizational commitment. In *KIC International Journal of Social Science and Management* (Vol. 2, Issue 1).
- Bellamkonda, N., & Pattusamy, M. (2024). *Intention to Stay and happiness: a moderated mediation model of work Engagement and hope*. *South Asian Journal of Business Studies*, 13(1), 74–89. <https://doi.org/10.1108/SAJBS-05-2021-0174>

- Cintani, & Noviansyah. (2020). Pengaruh *Employee Engagement* Terhadap Kinerja Karyawan Pada PT. Sinar Kencana Multi Lestari. *KOLEGIAL*, 8(1), 29–43.
- Cornelia Azura, T., Wirawan Irawanto, D., & Susilowati, C. (2023). The role of job satisfaction in mediating the effect of transactional leadership and organizational commitment on *Intention to stay*. *International Journal of Research in Business and Social Science* (2147- 4478), 12(9), 218–228. <https://doi.org/10.20525/ijrbs.v12i9.3019>
- Damayanti, V. (2023). *Pengaruh Kompensasi dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada Koperasi Sumber Harta Abadi di Kabupaten Banyuwangi*. Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember.
- Danish, R. Q., & Usman, A. (2010). *Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan*.
- Danish, R. Q., & Usman, A. (2016). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management*, 5(2). <https://doi.org/10.5539/ijbm.v5n2p159>
- D'souza, S. (2018). *Employee Rewards in HRM and its impact on Employee Engagement in an Atharva Institute of Management Studies, Mumbai, Maharashtra, India*. *International Journal of Trend in Scientific Research and Development*, Volume-2(Issue-4), 1425–1432. <https://doi.org/10.31142/ijtsrd14297>
- Elrayah, M., & Semlali, Y. (2023). Sustainable Total Reward Strategies for Talented Employees' Sustainable Performance, Satisfaction, and Motivation: Evidence from the Educational Sector. *Sustainability (Switzerland)*, 15(2). <https://doi.org/10.3390/su15021605>
- Fahim, M. G. A. (2018). Strategic human resource management and public Employee retention. *Review of Economics and Political Science*, 3(2), 20–39. <https://doi.org/10.1108/REPS-07-2018-002>
- Faulia Putri, R., Eko Soetjipto, B., & Churiyah, M. (2024). *The Effect of Work-life Balance and Reward System on Turnover Intention with Employee Engagement as An Intervening Variable*. 9(1), 795–807.
- Fitri, M. A., Riduan, Y. O., & Herwan, H. (2022). Pengaruh Work Life Balance & Reward System terhadap Kepuasan Kerja Karyawan PT. Telkom Akses Kota Bengkulu. *Ekombis Review: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10(2), 1351–1356.
- Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2019). Merit-based Rewards, Job Satisfaction, and Voluntary Turnover: Moderating Effects of Employee Demographic Characteristics. *British Journal of Management*, 30(3), 610–623. <https://doi.org/10.1111/1467-8551.12283>
- García-Chas, R., Neira-Fontela, E., & Castro-Casal, C. (2014). High-performance work system and *Intention to leave*: A mediation model. *International Journal of Human Resource Management*, 25(3), 367–389. <https://doi.org/10.1080/09585192.2013.789441>
- Gautam, P. K. (2019). Comprehensive Reward System, Employee Motivation, and Turnover Intention: Evidence from Nepali Banking Industry. *Quest Journal of Management and Social Sciences*, 1(2), 181–191. <https://doi.org/10.3126/qjmss.v1i2.27418>
- Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Third Edition). SAGE Publications, Inc.
- Hancock, J. I., Allen, D. G., Bosco, F. A., McDaniel, K. R., & Pierce, C. A. (2019). Meta-Analytic Review of Employee Turnover as a Predictor of Firm Performance. *Journal of Management*, 39(3), 573–603.
- Handoyo, Wahyu, A., & Setiawan, R. (2017). Pengaruh *Employee Engagement* Terhadap Kinerja Karyawan Pada PT. Tirta Rejeki Dewata. *AGORA*, 5(1).
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of *Employee Turnover theory and research*. *Journal of Applied Psychology*, 102(3), 530–545. <https://doi.org/10.1037/apl0000103>
- Hudson, S. K. (2021). Improving Volunteer Engagement in Nonprofit Healthcare Organizations. *Open Journal of Business and Management*, 09(03), 1367–1408. <https://doi.org/10.4236/ojbm.2021.93074>

- Husna, H., & Mega, P. (2024). Analysis of the Influence of Psychological Empowerment, Relational Psychological Contract, and Pay Satisfaction on Turnover Intention mediated by Work Engagement in Employees. *Syntax Literate; Jurnal Ilmiah Indonesia*, 9(9), 4694–4707. <https://doi.org/10.36418/syntax-literate.v9i9.16356>
- Ishtiaq, M. (2019). Book Review: Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage. *English Language Teaching*, 12(5), 40. <https://doi.org/10.5539/elt.v12n5p40>
- J., A. (2014). Determinants of Employee Engagement and their impact on Employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- J., A. (2016). Determinants of Employee Engagement and their impact on Employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Joushan, S. A., & dkk. (2015). Pengaruh Budaya Organisasi dan Employee Engagement Terhadap Kinerja Karyawan Pada PT PLN (Persero) Area Bekasi. *Jurnal Aplikasi Manajemen (JAM)*, 13(4), 697–702.
- K, Kayalvizhi. (2018). A Study on the Impact of Reward and Recognition on Work Motivation and Job Satisfaction. *International Journal for Research in Applied Science and Engineering Technology*, 6(5), 1964–1967. <https://doi.org/10.22214/ijraset.2018.5320>
- Kahn, W. A. (2021). PSYCHOLOGICAL CONDITIONS OF PERSONAL ENGAGEMENT AND DISENGAGEMENT AT WORK. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
- Kamselem, K. M., Nuhu, M. S., Lawal, K. A. A., Liman, A. M., & Abdullahi, M. S. (2022). Testing the nexus between the Reward system, job conditions, and Employee retention through the intervening role of Employee Engagement among nursing staff. *Arab Gulf Journal of Scientific Research*, 40(1), 34–53. <https://doi.org/10.1108/AGJSR-05-2022-0061>
- Karatepe, O. M. (2016). High-performance work practices and hotel Employee performance: The mediation of work Engagement. *International Journal of Hospitality Management*, 32, 132–140. <https://doi.org/10.1016/j.ijhm.2012.05.003>
- Khairana, S., Priatna, S. F., & Emilisa, N. (2024). Employee Engagement Sebagai Mediator Positive Emotions dan Exhaustion Terhadap Intention to Stay. *Solusi*, 22(4), 480. <https://doi.org/10.26623/slsi.v22i4.9581>
- Kumar, S., & Suresh, S. (2021). The Role of Manufacturing Industries in Economic Growth and Employment Generation. *Journal of Economic Perspectives*, 14(3), 123–135.
- Kumari, M. R., Kumar, D. P., Reddy, T. N., Rama, M., & Narayana, T. (2015). Influence of Recognition and Reward on Employee Commitment and Performance. *MERC Global's International Journal of Social Science & Management*, 2(4), 266–273.
- Kurniawan, R., & Anindita, R. (2021). Impact of Perceived Supervisor Support, Rewards, and Recognition Toward Performance Through Work Satisfaction and Employee Engagement in Employee Marketing Banks. *Business and Entrepreneurial Review*, 21(1), 171–192. <https://doi.org/10.25105/ber.v21i1.9280>
- Kusnin, N., & Rasdi, R. M. (2018). The Influence of Personal Factors on Professional Employees' Intention to Stay: Job Satisfaction as Mediator. *International Journal of Academic Research in Business and Social Sciences*, 8(10). <https://doi.org/10.6007/ijarbss/v8-i10/4794>
- Lazim, M., Zin, M., Pangil, F., & Othman, S. Z. (n.d.). Investigating the relationship between monetary rewards and flexible work schedules on the intention to stay in ICT companies. In *Journal of Business Management and Accounting* (Vol. 2, Issue 1).
- Li, X., Zhang, Y., Yan, D., Wen, F., & Zhang, Y. (2020). Nurses' Intention to Stay: The impact of perceived organizational support, job control, and job satisfaction. *Journal of Advanced Nursing*, 76(5), 1141–1150. <https://doi.org/10.1111/jan.14305>
- Lydia, L., Dewi, S., & Pamungkas, R. A. (2023). Work Engagement, Perceived Organizational Support, and Organizational Behaviors Influenced Intention to Stay among Officers at MKK Hospital, Jakarta. *International Journal of Nursing and Health Services (IJNHS)*, 6(3), 184–190. <https://doi.org/10.35654/ijnhs.v6i3.724>

- Madhani, P. M. (2020). *Effective Rewards and Recognition Strategy: Enhancing Employee Engagement, Customer Retention, and Company Performance*. <https://www.researchgate.net/publication/343628153>
- Maharani, J. D. S. (2023). *PENGARUH KOMPENSASI TERHADAP INTENTION TO STAY DENGAN KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI PADA KARYAWAN PT RANTAUSINDU CILACAP*. UNIVERSITAS MUHAMMADIYAH MALANG.
- Mahmood, A., Akhtar, M. N., Talat, U., Shuai, C., & Hyatt, J. C. (2019). Specific HR practices and Employee commitment: the mediating role of job satisfaction. *Employee Relations*, 41(3), 420–435.
- Mangkunegara, A. (2015). *Manajemen Sumberdaya Perusahaan*. PT. Remaja Rosdakarya.
- Mekonnen, B. A., Beyene, B. T., & Tefera, H. M. (2023). Employee Retention: The Role of Job Satisfaction and Recognition. *International Journal of Management Studies*, 12(4), 67–78.
- Mendis, M. V. S. (2017a). The Impact of Reward System on Employee Turnover Intention: A Study on the Logistics Industry of Sri Lanka. *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 6(09). www.ijstr.org
- Mendis, M. V. S. (2017b). The Impact of Reward System on Employee Turnover Intention: A Study on the Logistics Industry of Sri Lanka. *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 6(09). www.ijstr.org
- Mufidawati, H., & Desiana, P. M. (2024). Predicting Gen Z's Intention to Stay: The Role of Workplace Fun, Psychological Capital, and Work Engagement. *Jurnal Manajemen Teori Dan Terapan| Journal of Theory and Applied Management*, 17(3), 415–431. <https://doi.org/10.20473/jmtt.v17i3.57273>
- Navajas-Romero, V., Ceular-Villamandos, N., Pérez-Priego, M. A., & del Río, L. C. L. (2022). Sustainable human resource management: The mediating role between work Engagement and teamwork performance. *PLoS ONE*, 17(August 8). <https://doi.org/10.1371/journal.pone.0271134>
- Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches*. In *neuman2011social*. Pearson.
- Ong, Y. S., Abdul Rahim, N. F., & Md. Hanifah, H. (2024). THE INFLUENCE OF PSYCHOLOGICAL OWNERSHIP ON Intention to Stay AMONG ACADEMICS EMPLOYED AT MALAYSIAN RESEARCH UNIVERSITIES: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT. *Journal of Governance and Integrity*, 7(1), 668–681. <https://doi.org/10.15282/jgi.7.1.2024.9738>
- Owoeye, I., Kiiru, D., & Muli, J. (2020). Recognition Practices and Employee Performance: Understanding Work Engagement as a Mediating Pathway in the Kenyan Context. *Journal of Human Resource Management*, 8(3), 163. <https://doi.org/10.11648/j.jhrm.201200803.17>
- Pinandita, S., Soelistya, D., & Desembrianita, E. (2024). Developing a Plan to Decrease Employee Turnover Intention by Focusing on the Impact of Organizational Culture and Work Environment, Using Job Satisfaction as a Mediator. *MANAZHIM*, 6(1), 328–343. <https://doi.org/10.36088/manazhim.v6i1.4517>
- Pingqing, L. I. U., Weizheng, L. I. U., & Junxi, S. H. I. (2015). Getting Migrant Workers to Stay Voluntarily: The Study on the Relationship between Internal Marketing and Intent to Stay. *Journal of Beijing Institute of Technology (Social Sciences Edition)*, 5, 84–90. <https://doi.org/10.15918/j.jbitss1009-3370.2015.0512>
- Pithaloka, D. A., & Ardiyanti, N. (2024). The Effect of Perceived Organizational Support on Intention to Stay Mediated by Employee Engagement and Job Satisfaction. *Jurnal Aplikasi Manajemen*, 22(2), 476–491. <https://doi.org/10.21776/ub.jam.2024.022.02.13>
- Pratheepkanth, P. (2019). Impact of Reward system on Employee retention: A study on private sector organizations in Sri Lanka. *International Journal of Business and Management Invention*. 8(1), 44–51.
- Pratiwi, H. (2011). Hubungan Antara Kepuasan Kerja Dengan Komitmen Organisasi Pada Karyawan Kontrak. *Journal of the University of Muhammadiyah Malang*.

- Prilian, K., & Situmorang, O. (2024). How to cite: *THE INFLUENCE OF TRUST IN MANAGEMENT, GOAL CLARITY, AND WORK-FAMILY CONFLICT ON Intention to Stay WITH THE MEDIATION OF WORK ENGAGEMENT AMONG EMPLOYEES OF PT. SANYON BANGUN LESTARI*. *Eduvest-Journal of Universal Studies*, 4(3), 1000–1020. <http://eduvest.greenvest.co.id>
- Purnami, R. S. (2019). Peningkatan *Employee Engagement* Melalui Peran Kepemimpinan, Spiritualitas di Tempat Kerja dan Penciptaan Lingkungan Kerja. *Festiv. Ris. Ilm. Manaj. Akunt*, 609–614.
- Puspadewi, U. I., & Suharnomo. (2016). Analisis tentang *Employee Engagement* pada Perusahaan Jasa (Studi pada Karyawan Patra Jasa Convention Hotel Semarang). *Diponegoro J. Manag*, 5, 1–14.
- Putra, F. I. F. S., Panjaitan, R., & Fatmawati, E. R. (2023). *Exploration of Brand Satisfaction on Purchase Decisions: Theory of Planned Behavior Perspective*.
- Putra, I. G. A. M. A. (2015). *Pengaruh motivasi kerja, kepuasan kerja, dan komitmen organisasi terhadap keinginan untuk tetap bekerja pada karyawan bagian operator PT. Sanoh Indonesia*. Universitas Diponegoro.
- Qian, H., & Balwi, M. K. B. M. (2024). Understanding the Complexity of *Intention to Stay*: Influencing Factors and Strategic Insights for Enhancing *Employee Retention*. *Advances in Economics, Management and Political Sciences*, 93(1), 129–135. <https://doi.org/10.54254/2754-1169/93/20241126>
- Quay, C. C., & Yusof, A. (2022). *The influence of Employee participation, Rewards and Recognition, job security, and performance feedback on Employee Engagement*. *Issues and Perspectives in Business and Social Sciences*, 2(1), 20–30. <https://doi.org/10.33093/ipbss.2022.2.1.3>
- Ragab, M. A., & Arisha, A. (2017). Research Methodology in Business: A Starter's Guide. *Management and Organizational Studies*, 5(1), 1. <https://doi.org/10.5430/mos.v5n1p1>
- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with *Rewards and Recognition*: Does *Engagement* mediate the process? *Management Research Review*, 41(8), 902–919. <https://doi.org/10.1108/MRR-12-2016-0280>
- Rai, A., Ghosh, P., & Dutta, T. (2019). Total *Rewards* to Enhance *Employees' Intention to Stay*: Does Perception of Justice Play Any Role? *Evidence-Based HRM*, 7(3), 262–280. <https://doi.org/10.1108/EBHRM-07-2018-0045>
- Retnowati, A. N., Utami, R. N., & Purwadisastra, D. (2023). Pengaruh Workload dan Job Satisfaction Terhadap *Intention to Stay* Karyawan PT. Soka Cipta Niaga. *Economics Professional in Action (E-Profit)*, 5(1), 21–26. <https://doi.org/10.37278/eprofit.v5i1.606>
- Robbins, S. P., & Judge, T. (2018). Organizational Behavior. In *robbins2018organizational*. Pearson.
- (Rose) Liu, X., Yu, J. (Jasper), Guo, Q., & Li, J. (Justin). (2022a). *Employee Engagement*, its antecedents and effects on business performance in the hospitality industry: a multilevel analysis. *International Journal of Contemporary Hospitality Management*, 34(12), 4631–4652. <https://doi.org/10.1108/IJCHM-12-2021-1512>
- (Rose) Liu, X., Yu, J. (Jasper), Guo, Q., & Li, J. (Justin). (2022b). *Employee Engagement*, its antecedents and effects on business performance in the hospitality industry: a multilevel analysis. *International Journal of Contemporary Hospitality Management*, 34(12), 4631–4652. <https://doi.org/10.1108/IJCHM-12-2021-1512>
- Sadilla, V., & Wahyuningtyas, R. (2023). *THE EFFECT OF REWARD AND RECOGNITION ON EMPLOYEE ENGAGEMENT (CASE STUDY AT PT. X PART DIRECTORATE H)*. *International Journal of Engineering Technologies and Management Research*, 10(8). <https://doi.org/10.29121/ijetmr.v10.i8.2023.1352>
- Sahibzada, A., & Khawrin, M. (2023). *THE RELATIONSHIP BETWEEN SALARY AND RECOGNITION ON JOB SATISFACTION: A STUDY OF PAKTIA UNIVERSITY LECTURERS*. *VIDYA - A JOURNAL OF GUJARAT UNIVERSITY*, 2(1), 74–78. <https://doi.org/10.47413/vidya.v2i1.132>
- Saks, A. M. (2019). *Employee Engagement and Work Discipline: A Behavioral Perspective*. *Human Resource Development Review*, 18(4), 461–485.

- Sarkar, J., Jena, L. K., & Sahoo, K. (2023). Mediating role of need satisfaction on total Reward management towards retention: a conceptual framework. *Vilakshan - XIMB Journal of Management*, 20(2), 210–222. <https://doi.org/10.1108/xjm-03-2021-0083>
- Sarkar, S., Paul, G., & Chatterjee, R. (2023). Total Reward and Intention to Stay: The mediating role of job satisfaction. *Vilakshan - XIMB Journal of Management*, 20(2), 231–246.
- Satish, D. R., & Kumar, V. S. (2023). A Study on *Employee Engagement, Reward, And Recognition* In L&T Construction. In *RUSSIAN LAW JOURNAL: Vol. XI*.
- Satoh, M., Watanabe, I., & Asakura, K. (2017). Occupational commitment and job satisfaction mediate effort–reward imbalance and the Intention to continue nursing. *Japan Journal of Nursing Science*, 14(1), 49–60. <https://doi.org/10.1111/jjns.12135>
- Scazzieri, R. (2018). Political Economy of Economic Theory. In *The Palgrave Handbook of Political Economy* (pp. 193–233). Palgrave Macmillan UK. https://doi.org/10.1057/978-1-137-44254-3_7
- Setiawan, O. D., & Widjaja, D. C. (2018). Analisa Pengaruh *Employee Engagement* Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening di Shangri-La Hotel Surabaya. *J. Manaj*, 6, 120–134.
- Shadiq, A., Rosita, S., & Aurora Lubis, T. (2022). Pengaruh Reward dan Recognition untuk Meningkatkan in Role dan Extra Role Behavior Karyawan yang Dimediasi oleh *Employee Engagement* di Petrochina International Jabung Ltd. *Jurnal Paradigma Ekonomika*, 17(2), 403–414.
- Sharma, P., & Taneja, S. (2022). Job Satisfaction as a Mediator in the Link Between Recognition and Employee Retention. *Global Business Review*, 23(1), 1–15.
- Shayrine, H., & Venugopal, P. (n.d.). THE IMPACT OF TALENT RECOGNITION ON THE Intention to Stay IN WORK CONTEXT: EMPIRICAL OVERVIEW. *Journal of Profess. Bus. Review*. |Miami, 1–16. <https://doi.org/10.26668/businessreview/2023.v8i5.1839>
- Shayrine, H., & Venugopal, P. (2023). The Impact of Talent Recognition on the Intention to Stay in the Work Context: Empirical Overview. *Journal of Law and Sustainable Development*, 11(9), e1668. <https://doi.org/10.55908/sdgs.v11i9.1668>
- Shayrine, H., & Venugopal, P. (2024). The Impact of Talent Recognition on The Intention to Stay in Work Context: Empirical Overview. *Revista de Gestao Social e Ambiental*, 18(1). <https://doi.org/10.24857/rgsa.v18n1-093>
- Silva, R. W. da, & Laimer, C. G. (2023). Does The Employee Intend To Stay Or Leave The Company? The Effect of Job Satisfaction. *Revista Pesquisa Em Ação*, 2(2), 1–8. <https://doi.org/10.61812/rpea.v2i2.48>
- Singh, P., Sharma, V., & Kaur, G. (2020). Impact of Recognition and Rewards on Retention in Manufacturing Firms: Mediating Role of Job Satisfaction. *Industrial Management & Data Systems*, 120(1), 1234–1250.
- Sudhakar, G., & Srinivasa Rao, R. (2023). A Panacea for Job Satisfaction: The Effects and Impact of Rewards Practices: A Study on the Employees of Various Selected Private Educational Institutions in Hyderabad, Telangana, India. *Shanlax International Journal of Management*, 10(3), 51–59. <https://doi.org/10.34293/management.v10i3.5856>
- Suhendra, R. (2021). Role of Transactional Leadership in Influencing Motivation, Employee Engagement, and Intention to Stay. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v5i5.8809>
- Sukirno, S., Waluyo, I., Farlianto, F., Suprayitno, B., Siengthai, S., Popaitoon, S., & Johari, R. J. (2024). The Effect of Job Crafting, Proactive Personality, and Work Engagement Matters on Employees' Intention to Stay in Indonesia. 21(S1), 1–13. www.migrationletters.com
- Swapna, P. (2019). Reward and Recognition Impact on Job Satisfaction and Performance in the retail sector: an Empirical Study from Andhra and Telangana. *JOURNAL OF MECHANICS OF CONTINUA AND MATHEMATICAL SCIENCES*, 14(5). <https://doi.org/10.26782/jmcms.2019.10.00051>
- Tariq, M., & Abdullah, N. A. H. N. (2023). Effect of Motivation and Hygiene Factors on Expatriates' Intention to Stay: The Mediating Role of Job Satisfaction. *International Journal of Research*

- and Innovation in Social Science, VII(XI), 793–806.
<https://doi.org/10.47772/IJRISS.2023.7011061>
- Tentama, F., & Dyah Anindita, W. (2020). Employability Scale: Construct Validity and Reliability. *International Journal of Scientific Technology Research*, 9(4). www.ijstr.org
- Thakur, P., & Arora, R. (2022). Exploring the Relationship Between Satisfaction and Intention to Stay Among Millennial Employees: The Moderating Role of Managerial Support. *International Journal of Human Capital and Information Technology Professionals*, 13(1).
<https://doi.org/10.4018/IJHCITP.293229>
- Thangaraja, A. (2016). The mediating role of Employee Engagement on compensation and retention among frontline hospitality Employees in Tamil Nadu. In *the International Journal of Advanced Educational Research*. <https://ssrn.com/abstract=3713458>
- Tirta, A. H., & Enrika, A. (2020). Understanding the impact of Reward and Recognition, work-life balance, on Employee retention with job satisfaction as a mediating variable on millennials in Indonesia. In *Journal of Business and Retail Management Research (JBRMR)* (Vol. 14). www.jbrmr.com
- Vannecia M.S. (2013). Pengaruh Kepuasan Kerja dan Loyalitas Kerja Terhadap Organizational Citizenship Behaviour Pada Karyawan PT. Surya Timur Sakti Jatim. *Journal Agora*, 1(1).
- Victor, J., & Hoole, C. (2017). The influence of organisational Rewards on workplace trust and work Engagement. *SA Journal of Human Resource Management*, 15(0).
<https://doi.org/10.4102/sajhrm.v15i0.853>
- Waruwu, P. A. (2024). The Effect of Organizational Culture, Career Development, Reward and Recognition, and Work Engagement on Intention to Stay at XYZ Elementary School. Universitas Pelita Harapan.
- Weng, T. C., Shen, Y. H., & Kan, T. T. (2023). Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work-Life Balance. *Sustainability (Switzerland)*, 15(18). <https://doi.org/10.3390/su151813508>
- Yanti Abd Malik, F., & Alhadar, F. M. (2024). Pengaruh Employee Engagement Dan Kepuasan Kerja Terhadap Organizational Citizenship Behaviour (OCB) Di Mediasi Oleh Intention to Stay Pada Malut Post Kota Ternate. In *Jurnal Studimanajemen Organisasi* (Vol. 21, Issue 1). <http://ejournal.undip.ac.id/index.php/smo>
- Yin, N. (2018). The influencing outcomes of job Engagement: an interpretation from the social exchange theory. *International Journal of Productivity and Performance Management*, 67(5), 873–889.
- Yudit, A., Palinggi, Y., & Agung Dwijatenaya, I. B. M. (2024). The Influence of Reward and Punishment Through Job Satisfaction on Employee Performance. *International Journal of Research in Commerce and Management Studies*, 06(06), 103–117.
<https://doi.org/10.38193/IJRCMS.2024.6609>
- Yuniasanti, R., & Setiawan, F. (2015). Kepuasan Kerja Pada Tenaga Penunjang Akademik Ditinjau Dari Dukungan Sosial Rekan Kerja Di Universitas Mercu Buana Yogyakarta. *Journal Yarsi*.
- Zaki Azzuhairi, A., Eko Soetjipto, B., & Handayati, P. (2022). The Effect of Compensation and Work Motivation on Intention to Stay Through Job Satisfaction and Organizational Commitment to Employees. In *International Journal of Humanities Education and Social Sciences (IJHESS) E-ISSN* (Vol. 2, Issue 3). <https://ijhess.com/index.php/ijhess/>