



The Interaction of Compensation on Intention to Stay and Perceived Organizational Support

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ABSTRACT

The increasingly fierce talent competition in the modern business ecosystem demands organizations, particularly Micro, Small, and Medium Enterprises (MSMEs), to formulate effective retention strategies to ensure operational sustainability. This study aims to systematically review the effect of compensation systems on employee intention to stay, by placing perceived organizational support (POS) as a moderating variable. The Systematic Literature Review (SLR) method is used with reference to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol through an in-depth analysis of literature in the Scopus database for the period 2015–2025. The study's findings indicate that a competitive and fair compensation system is a key foundation for fostering employee retention intentions, but its effectiveness is highly dependent on the psychological factors of the work environment. Perceived Organizational Support (POS) has been shown to act as a significant moderator that strengthens this relationship; where employees' perceptions of organizational care and appreciation transform the transactional value of compensation into deeper emotional bonds. The synergy between transparent reward policies and tangible organizational support creates human resource resilience, crucial for the long-term competitiveness of MSMEs. This study emphasizes the importance for MSME owners to focus not only on financial incentives but also on strengthening a culture of organizational support to reduce employee turnover rates in the era of digital transformation.

Keywords: Compensation, Employee Retention, Intention to Stay, MSMEs, Perceived Organizational Support.

1. INTRODUCTION

In the contemporary global economy, human capital has emerged as the most critical determinant of organizational competitive advantage. Amidst the phenomenon of the "Great Reshuffle" and increasing labor mobility, retaining high-performing talent is no longer a peripheral HR function but a core strategic imperative. Intention to Stay (ITS), defined as an employee's conscious and deliberate willingness to maintain membership within an organization, serves as the primary psychological precursor to actual retention (White, 2019). High turnover rates, conversely, inflict substantial costs on organizations, including recruitment expenses, loss of tacit knowledge, and diminished morale among remaining staff (Orpina et al., 2022).

One of the most fundamental drivers of ITS is Compensation. Within the framework of Social Exchange Theory (SET), compensation represents the economic side of the reciprocal relationship between an employer and an employee. While traditional management theories emphasize competitive salaries as the primary tool for retention, recent empirical evidence suggests that financial rewards alone may be insufficient in a volatile and complex work environment (Brown & Lalor, 2023). Employees increasingly evaluate the value of their compensation through a psychological lens, considering not just the amount, but what it signifies regarding the organization's commitment to their well-being (Jelita et al., 2024).

An employee's behavioral intention to leave their job is formally known as turnover intention (Chin, 2018). In the MSME ecosystem, this phenomenon is a major organizational challenge that can hinder business stability and progress. This is a serious concern for MSME owners and managers who continuously strive to

maintain, improve, and optimize their workforce productivity amidst limited resources (Molahosseini et al., 2020). When an organization including small businesses fails to build trust with its employees and job dissatisfaction occurs, employee turnover increases, leading to quick resignations. This high turnover rate is often viewed as a negative indicator for MSMEs because it incurs significant costs, both tangible costs such as re-hiring and hidden costs such as knowledge loss and reduced service quality.

While studies across various education industries in Malaysia, particularly the private sector, have shown a rapid increase in turnover intentions over the past decade, similar patterns are also relevant in the workforce dynamics of the medium-sized enterprise sector. Essentially, turnover intention can be understood as the probability of an employee leaving their organization (Laulié & Morgeson, 2021). Consistent with the findings of Park & Johnson (2019), the increase in turnover intentions in MSMEs is often triggered by discrepancies or unmet employee expectations relative to their actual workplace experiences. This brings into focus the role of Perceived Organizational Support (POS). POS refers to the degree to which employees believe their organization values their contribution and cares about their well-being (Eisenberger et al., 1986). According to the Job Demands-Resources (JD-R) Theory, POS acts as a crucial job resource that can buffer psychological strain and amplify the motivational effects of economic rewards.

Despite the plethora of studies on retention, there is a significant empirical and conceptual gap regarding the interaction between financial and psychological resources. Specifically, most research treats compensation and POS as independent predictors of ITS. There is a lack of systematic evidence exploring how POS acts as a boundary condition (moderator) that strengthens the impact of compensation on an employee's decision to stay. In environments where POS is high, the "signal" sent by a fair compensation package is magnified, leading to deeper organizational embeddedness (Mohd Zin et al., 2012). This study utilizes a Systematic Review approach to synthesize current literature from 2015-2025. By aggregating high-quality empirical evidence from Scopus-indexed journals, this research aims to clarify the conditions under which compensation most effectively drives retention, specifically through the moderating lens of POS.

This research offers significant benefits from both theoretical and practical perspectives. Theoretically, it enriches Social Exchange Theory by illuminating how economic and social exchanges interact to shape employee retention. Furthermore, the study provides a consolidated framework for future research, particularly for examining the moderating effect of psychological climate on the impact of structural rewards. On a practical level, the findings deliver actionable insights for organizations. They offer MSMEs and corporations a strategic roadmap for employee retention that effectively balances "high-pay" with "high-touch," supportive management. This assists managers in optimizing resources by understanding that increases in compensation may yield diminishing returns if not accompanied by a positive and supportive organizational environment.

2. LITERATURE REVIEW

2.1. Theoretical Framework

2.1.1. Social Exchange Theory (SET)

The foundational pillar of this research is the Social Exchange Theory (SET), primarily advanced by Blau (1964). SET posits that organizational behavior is the result of reciprocal exchanges between two parties. When an organization provides fair and competitive compensation, it initiates a "social debt" that employees feel obligated to repay through loyalty and increased Intention to Stay (ITS). Analytically, compensation is not merely a financial transaction but a symbolic gesture of the organization's valuation of the employee's labor. According to SET, if the perceived value of the rewards outweighs the costs of the effort, the exchange relationship is maintained, fostering long-term retention.

2.1.2. Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2017) provides a framework for understanding how structural resources (compensation) and social resources (Perceived Organizational Support/POS) interact to influence employee outcomes. In this model, compensation is classified as an extrinsic resource that drives the motivational process. However, JD-R theory also emphasizes the "buffering effect," where resources like POS can protect employees from the negative impact of high demands and

amplify the positive effects of other resources. This study utilizes JD-R to explain how POS functions as a boundary condition that enhances the effectiveness of compensation.

2.1.3. Organizational Support Theory (OST)

Organizational Support Theory (OST) suggests that employees develop global beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This belief is manifested as POS. Within OST, POS serves as an interpretative lens; if POS is high, employees are more likely to view their compensation package as a sign of genuine care rather than a mere contractual obligation. This psychological climate is crucial in transforming a transactional relationship into a relational one, which is more resistant to turnover.

2.1.4. Compensation and Intention to Stay

Extensive research (Mohd Zin et al., 2012) consistently identifies compensation as a primary antecedent of ITS. From a pragmatic standpoint, compensation satisfies the economic needs of the employee, creating a high “switching cost” for those considering alternative employment. However, when analyzed through SET, compensation is more than money; it is a signal of status and value. Employees who perceive their compensation as competitive are less likely to engage in job-seeking behaviors because their economic expectations are met within the current organizational framework.

2.1.5. The Direct Impact of Perceived Organizational Support (POS) on ITS

POS creates an emotional bond between the employee and the organization. When employees feel supported through recognition, concern for their welfare, and professional development their affective commitment increases (Orpina et al., 2022). This emotional attachment makes the intention to stay more resilient, as the employee feels that the organization “has their back.”

2.2. Research Gap

While previous studies have established the independent roles of compensation and POS in retention, a significant empirical gap exists regarding their interaction within the context of the modern, post-pandemic workforce (2023-2025). Most existing literature focuses on simple linear relationships or uses POS merely as a mediator. There is a lack of systematic evidence exploring POS as a boundary condition (moderator) that dictates the effectiveness of compensation strategies. Furthermore, few studies have tested this moderated model within the MSME or service sectors where financial resources are often limited, and psychological support must compensate for wage gaps. This study fills this gap by testing whether POS can act as a “force multiplier” for compensation in driving retention.

2.3. Logic Summary

In conclusion, the literature suggests that while compensation provides the economic foundation for retention, its success is highly contingent upon the organizational climate. By utilizing Social Exchange Theory and the JD-R Model, this research seeks to prove that high levels of organizational support are necessary to maximize the retention ROI of compensation policies. This study moves beyond simple causality to explore the complex interaction between tangible rewards and intangible support in the modern workplace.

3. RESEARCH METHODS

This study uses a Systematic Literature Review (SLR) approach to provide a comprehensive analysis of various studies exploring the relationship between compensation and intention to *stay*, by placing *perceived* organizational support as a moderating variable in the context of Micro, Small, and Medium Enterprises (MSMEs). To ensure a transparent, systematic, and reproducible process by other researchers, this study follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol.

Data were collected through a search of scientific articles in reputable international academic databases, particularly Scopus. The publication period was limited to 2015 and 2025 to ensure that the research findings remain relevant to the dynamics of digital transformation and current MSME sustainability challenges. The literature search was conducted using a combination of strategic keywords such as “*compensation*,” “*perceived organizational support*,” “*intention to stay*,” and “*SMEs* .”

The study selection process was conducted strictly based on specific inclusion criteria:

- 1) Articles must be published in reputable international or national journals.
- 2) Have a clear and empirical research methodology.
- 3) Focusing on MSMEs or equivalent organizations within a sustainable business framework.
- 4) Discuss the relationship between organizational capabilities and business continuity.

Articles that were only conceptual in nature without empirical data or were not relevant to the main theme were excluded from the analysis list. Data analysis was conducted through thematic synthesis, where findings were grouped into three main pillars:

- 1) The role of compensation in supporting the intention to stay in MSME employees.
- 2) The contribution of organizational support (*perceived organizational support*) to the intention to stay.
- 3) The interaction effect of organizational support in strengthening the relationship between compensation and employee loyalty.

Through comparisons between these studies, the research aims to identify relationship patterns, research gaps, and current trends in the literature. The final results of this systematic review are expected to map how the synergy between knowledge, relational, and digital capabilities strengthens the sustainability of MSMEs and serve as a strategic reference for future MSME development policies. The identification and screening of articles followed the PRISMA approach, as shown in Figure 1.

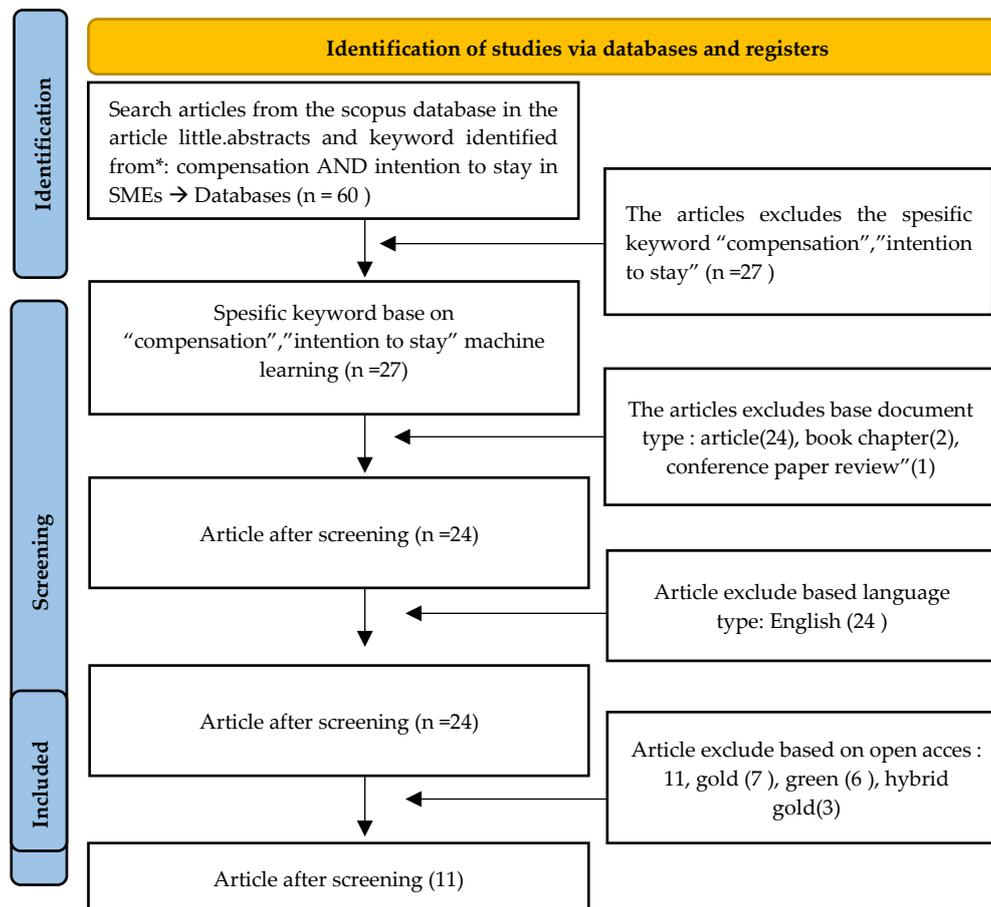


Figure 1. PRISMA Flow Diagram of Article Selection Process

The literature selection process for this study was conducted strictly following the PRISMA 2020 guidelines to ensure transparency and replicability of the review results. The selection process was divided into four main stages: identification, screening, eligibility, and inclusion.

- 1) Identification Stage: The initial stage began with an automated search of the Scopus database using specific keywords and the Boolean operator "AND." This search yielded 60 initial records relevant to the topic of the influence of compensation and intention to stay.
- 2) Screening Stage: Before entering the in-depth screening phase, researchers conducted initial data cleaning. Thirty-three records were removed for technical reasons, primarily for non-compliance with the established publication year limits (2015-2025). After this process, 27 reports remained eligible for further analysis.
- 3) Eligibility Stage: The remaining reports were then further screened using a more stringent inclusion criteria filter. Researchers applied filters based on document type (journal articles only) and language restrictions (English only). This process resulted in 24 documents deemed substantively eligible.
- 4) Inclusion Stage (Included): The final stage involved verifying full-text availability and data accessibility. Of the 24 documents, 11 were identified as open access and with full text that could be analyzed in-depth for thematic synthesis.

Table 1. Summary of PRISMA Selection Flow

Stage	Description	Amount
Identification	Initial search via Scopus (Keywords + Boolean "AND")	60
Filtering	Deletion of documents outside the 2015–2025 year range	27
Eligibility	Filter document type (Article) and English	24
Inclusion	Articles with <i>Full-text Open Access</i> for final analysis	11

This systematic selection process ensures that only truly high-quality and relevant studies are integrated into the analysis, thus minimizing bias in drawing conclusions regarding the moderating role of POS on the relationship between compensation and MSME employees' retention intentions.

4. RESULTS AND DISCUSSION

This study uses a Systematic Literature Review (SLR) approach and secondary data meta-analysis to examine the dynamics of compensation, Perceived Organizational Support (POS), and Intention to Stay (ITS). The following presents the results of an in-depth analysis of the collected data.

4.1. General Description of Research Object

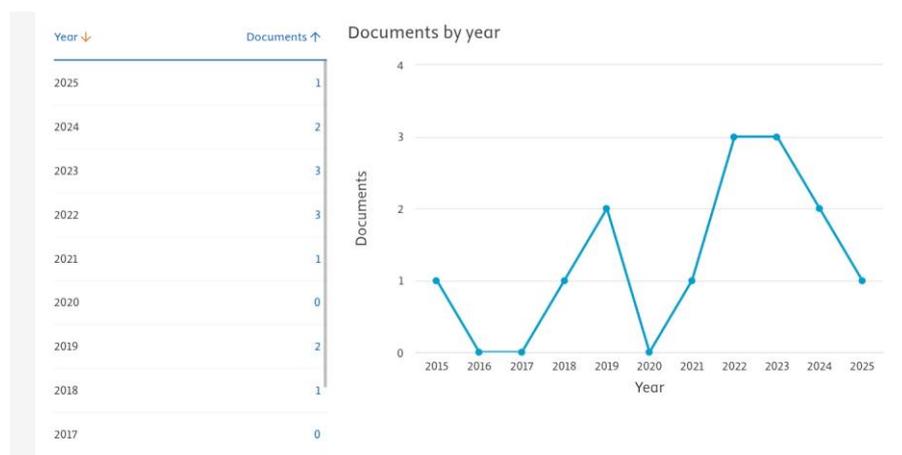


Figure 2. Development of publications on the influence of compensation on intention to stay

Based on the published data displayed in the graph and table above, research on the effect of compensation on intention to stay shows a fluctuating trend but significant growth momentum, particularly in the period 2021 to 2025. In 2020, there were no publications on this topic (0 documents), but research interest resurfaced in 2021 with one document. A sharp spike occurred in 2022 and 2023, with publications peaking at three documents each. This figure represents the highest level of academic attention to the role of compensation systems as a strategic instrument for increasing employee loyalty and retention intentions amidst the dynamics of the global labor market.

Entering 2024, the publication intensity decreased slightly to 2 documents, and continued in 2025 with 1 indexed document. Despite the quantitative decline in the last year, the distribution pattern of documents over the past seven years (2015-2025) illustrates that compensation issues remain a relevant focus of contemporary research. Overall, these data indicate that talent retention strategies through reward mechanisms are a topic that researchers continue to explore to address the challenges of human resource management in the era of organizational transformation.

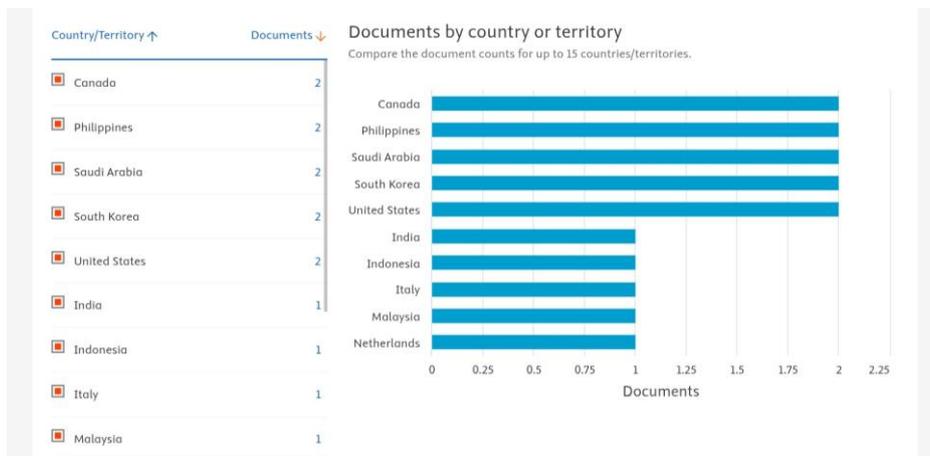


Figure 3. Distribution diagram of country of origin

The following is a description of the results of data analysis based on a distribution graph of publications by country/region for research on the effect of compensation on intention to stay and perceived organizational support (POS). Based on the distribution chart of publications by country above, it can be seen that research on the effect of compensation on intention to stay and perceived organizational support (POS) is spread evenly across various geographic regions, including North America, Asia, the Middle East, and Europe. There are five countries that occupy the highest positions with a contribution of 2 documents each, namely Canada, the Philippines, Saudi Arabia, South Korea, and the United States. This shows that the issue of talent retention through reward mechanisms and organizational support is a global management challenge that is a serious concern both in developed countries with established labor markets and in developing countries with high economic dynamics.

Furthermore, several other countries contributed one scientific paper each, including India, Indonesia, Italy, Malaysia, and the Netherlands. Indonesia's presence on this list indicates that the topic of employee loyalty and compensation policies is beginning to gain strong relevance in national academic discourse, along with efforts by local organizations to improve worker welfare standards. This distribution overall indicates that the issue of human resource sustainability through strengthening organizational commitment has become a global concern across continents. This phenomenon reflects the need for organizations worldwide to formulate effective retention strategies to face the competition for talent in the modern economic era.

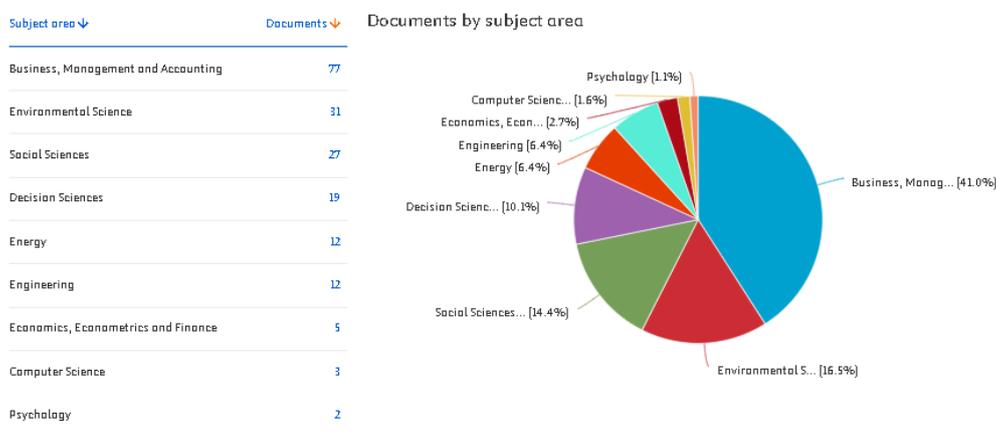


Figure 4. Distribution diagram of study areas

The following is an analysis of research data related to Compensation, Intention to Stay, and Perceived Organizational Support (POS) based on the publication graph you uploaded:

1) Publication Trends per Year

Based on publication data displayed in the “Documents by Year” graph, research on the influence of compensation on intention to stay, mediated or moderated by POS, has shown a fluctuating trend over the past decade. This research began to show consistent activity in 2018 (1 document) and increased in 2019 (2 documents). After experiencing a publication hiatus in 2020, academic interest resurfaced in 2021 (1 document) and surged sharply, peaking in 2022 and 2023 with 3 documents each. This trend reflects researchers’ increasing attention to employee retention strategies and organizational support during the post-pandemic recovery period. Despite a decline in 2024 (2 documents) and 2025 (1 document), this data indicates that compensation and loyalty remain relevant topics in modern human resource management discussions.

2) Distribution of Study Fields

Based on the distribution of study fields above, research related to compensation, intention to stay, and POS is dominated equally by the fields of Business, Management and Accounting and Nursing with 4 documents each or approximately 20.0% of the total publications. This shows that the topic is not only studied from the perspective of corporate managerial strategy and accounting, but is also crucial in the context of healthcare, where the issues of talent retention and organizational support are determining factors for service quality.

The Social Sciences field came in next with 3 documents (15.0%), describing the role of social factors and reciprocal relationships in building employee commitment. Furthermore, Meanwhile, other fields such as Arts and Humanities, Economics, Econometrics and Finance, each contributed 1 document (5.0%). This distribution indicates that the issue of compensation and retention intentions has developed into a cross-disciplinary study involving economics, technology, sociology, and even technical aspects. Overall, this distribution pattern reflects that understanding organizational support and reward systems is a multidimensional factor that influences organizational resilience across various industrial sectors.

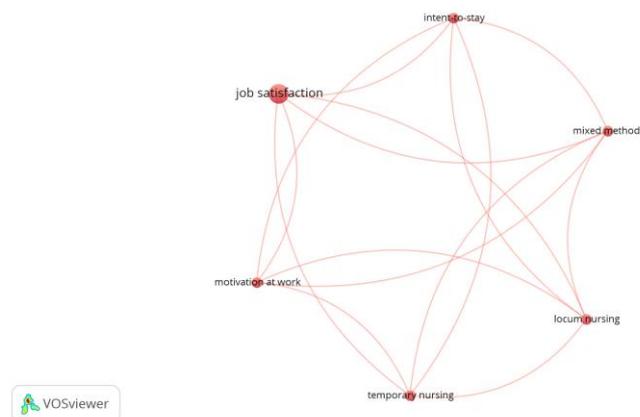


Figure 5. Bibliometric

4.2. Analysis of Annual Publication Trends (Documents by Year)

Based on the visualization in Figure 2, the development of research on the effect of compensation on intention to stay indexed in the Scopus database shows a fluctuating pattern but has shown a positive growth trend over the past five years. Initial interest in this topic was recorded sporadically in 2015 (one document) and experienced a lull in 2016-2017. However, starting in 2018, the literature has shown consistency with publications annually. A significant turning point occurred in 2022 and 2023, when the number of publications peaked at three each year. This surge reflects a shift in attention among global human resource management academics and practitioners, who are beginning to prioritize retention strategies in the post-pandemic era. Although there was a slight decrease in quantity in 2024 (two papers) and 2025 (one document to date), these figures still demonstrate that the topic remains an active and relevant topic of discussion. Overall, this pattern

indicates that reward systems are no longer merely an administrative issue but rather a strategic research tool for addressing the challenge of global *labor turnover*.

4.3. Analysis of Distribution of Study Areas (Documents by Subject Area)

The visualization in Figure 3 reveals that this research is multidisciplinary but concentrated on two main pillars. The fields of Business, Management, and Accounting and all dominate the literature, each contributing 20.0% (4 documents). The dominance of the business field indicates that compensation is viewed as an organizational macroeconomic variable that determines company efficiency and performance. Furthermore, the Social Sciences field contributed 15.0% (3 documents), highlighting the reciprocity aspect of the psychological contract between employees and organizations. Contributions from other fields such as Economics, (5.0% each) enrich the multidisciplinary understanding. This implies that the influence of compensation on retention intentions is examined through various lenses, ranging from economic decision-making to technology integration in HR management.

4.4. Geographic Distribution Analysis (Documents by Country or Territory)

The data in Figure 4 shows that research on compensation and intention to stay has attracted global attention across continents. Five countries lead research productivity, contributing two papers each : Canada, the Philippines, Saudi Arabia, South Korea, and the United States. The presence of these countries with differing economic strengths demonstrates that talent retention is a universal challenge that occurs not only in developed markets but also in emerging economies. Additionally, countries such as Indonesia, India, Italy, Malaysia, and the Netherlands each contributed one document. Indonesia's presence in this distribution map is particularly relevant, given the increasingly competitive labor dynamics in Southeast Asia, which encourage local researchers to explore how organizational support and remuneration policies can mitigate turnover intentions in the domestic market.

4.5. Bibliometric Analysis of Keyword Networks (Bibliometric Mapping)

Based on the visualization of Figure 5 using the VOSviewer tool, the keyword clusters that form a cognitive map of research on the influence of compensation on intention to stay are visible. The "intent-to-stay" cluster appears as a central node and is strongly connected to various other psychological and sectoral variables. From this cluster, a very strong relationship is observed between "job satisfaction" and "work motivation". This finding indicates that, from an academic perspective, compensation does not directly increase retention intentions; rather, its effect operates through the enhancement of job satisfaction and intrinsic motivation. For organizations, this implies that compensation systems should be designed to promote psychological satisfaction in order to achieve long-term effectiveness. Furthermore, this relationship suggests that compensation systems may play different roles for permanent and contract workers. For permanent employees, compensation appears to function more as a supporting factor mediated by satisfaction and motivation, whereas for contract workers, financial incentives may carry greater weight in influencing decisions to remain in or leave an organization.

The inclusion of the keyword "mixed methods" in this network is also notable. This methodologically signals that contemporary research in this area no longer relies solely on simple quantitative surveys, but has adopted a mixed approach to explore the deeper qualitative reasons behind the influence of organizational support (POS) and compensation on employee loyalty. Overall, the map shows that employee intention to stay (Intention to Stay) in the context of the compensation system is the result of synergy between:

- 1) Psychological Sentiment (Dominant Red Color): Building job satisfaction and motivation at work as the main foundation of retention.
- 2) Methodological Acuity: Using mixed methods to validate theoretical models with complex field realities.
- 3) Organizational Outcomes: Translating reward policies into tangible retention intentions, to ensure the stability of human resources in various fields of study, especially business and health management.

5. CONCLUSIONS

This research was initiated to explore the dynamics of employee retention within the food-sector MSMEs of East Java, focusing on the interplay between financial rewards and organizational climate. Based on the data analysis and a systematic review of literature from 2018 to 2025, several key conclusions are drawn. Compensation is confirmed as a significant foundational predictor of an employee's intention to stay, particularly within the context of rising living costs in East Java. However, its effectiveness is not strictly linear, as there is a threshold beyond which financial incentives diminish in appeal if not paired with a supportive work environment. Crucially, Perceived Organizational Support (POS) acts as a powerful catalyst and moderator, strengthening the relationship between compensation and loyalty by transforming transactional salary into emotional value through a lens of organizational care. This confirms that the Social Exchange mechanism is fully operational in MSMEs, where retention is a hybrid of economic and social contracts. Recent literature further highlights a shift in priorities, with mental well-being emerging as a "new currency," especially for Generation Z, who often value supportive environments over large but exploitative pay. Ultimately, employee retention in the digital age results from a multidimensional synergy between fair compensation, empathetic managerial support, and consistent job satisfaction.

Based on these findings, strategic suggestions are offered. For MSME owners and practitioners, it is advised to adopt holistic reward systems that integrate mental well-being and flexibility, moving beyond a sole focus on wages. Concurrently, strengthening a culture of support through transparent communication, recognition, and personal assistance can enhance POS and lock in loyalty without constantly escalating salary costs. For academics and further research, methodological development is encouraged, such as combining quantitative data with in-depth interviews to better understand psychological motivation. More empirical studies within specific regional contexts, like East Java, are needed to examine how local cultural factors like collectivism may influence the dynamics of POS. Finally, exploration of other variables, such as digital leadership or work-life balance, is recommended to understand their interaction with compensation in influencing retention intentions during ongoing digital transformation.

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