

The Effect Of Self-Regulation And Wages On Work Motivation With Psychological Well-Being As A Mediator Variable In Indonesian Construction Interns In Saitama, Japan

Dorothea Diana Feliarosa^{1*}, Dewi Yustiana², Immanuel Ustradu Osijo³, Sutoyo⁴, Sutomo⁵

¹⁻⁵Program studi Magister Manajemen, Sekolah Tinggi Ilmu Ekonomi Artha Bodhi Iswara, Indonesia
Email: ^{1*)}dorotheadiana96@gmail.com

Received: 23 May 2026

Accepted: 19 June 2026

Published online: 11 July 2026

Abstract

This study aims to analyze the influence of self-regulation and wages on work motivation with psychological well-being (PWB) as a mediator variable in Indonesian construction interns in Saitama, Japan. The background is based on the adaptation challenges and work pressures faced by migrant workers, while higher wages are the main attraction. This study examines whether self-regulation and financial compensation can improve work motivation, either directly or through improved psychological well-being. The research uses an explanatory quantitative approach with a survey method. Data were collected through questionnaires from 205 respondents selected by purposive sampling technique. Data analysis was carried out using Structural Equation Modeling (SEM) with Partial Least Square (PLS) through SmartPLS 4.0 software to test the direct and indirect relationships between variables. The results of the study show that all hypotheses are accepted. Self-regulation and wages have a positive and significant effect on psychological well-being (H1 & H2) as well as on direct work motivation (H3 & H4). Psychological well-being has also been shown to have a significant positive effect on work motivation (H5). Furthermore, psychological well-being acts as a partial mediator in the indirect relationship between self-regulation (H6) and wages (H7) to work motivation. This means that increased self-regulation and wages not only directly boost work motivation, but also significantly strengthen it through improved psychological well-being. In conclusion, the work motivation of Indonesian construction interns in Japan can be improved by developing self-regulation skills, establishing a decent and fair wage system, and specifically prioritizing programs that support their psychological well-being. This research contributes to the development of cross-cultural human resource management theory and practical implications for intern companies and program organizers.

Keywords: Self-regulation, Wages, Psychological Well-Being, Work Motivation, Interns, Construction, Japan.

1. Introduction

The development of labor market globalization has increased the mobility of workers across countries, especially from developing countries to developed countries experiencing labor shortages. Japan is one of the countries that faces serious problems in the form of a decline in the number of people of productive age due to the phenomenon of aging population and low birth rate. This condition has caused various strategic sectors, such as construction, manufacturing, health, and elderly care to experience a large shortage of workers, so that the



Japanese government has opened wider opportunities for foreign workers through the Technical Intern Training Program (TITP) and Specified Skilled Worker programs (SSW). On the other hand, Indonesia is still facing the challenge of high unemployment and limited employment opportunities, so the internship program to Japan is one of the alternatives that can improve people's welfare while expanding job opportunities. This phenomenon shows that there is a complementary relationship between the needs of Japanese workers and the availability of Indonesian human resources, but its implementation still leaves various problems related to work adaptation, psychological well-being, and work motivation of migrant workers.

Although Japan offers a relatively high level of income compared to Indonesia, working in the country is not a condition that is free of challenges. Indonesian interns, especially in the construction sector, are faced with high job pressure, a disciplined work culture, language barriers, different climatic conditions, and high productivity demands. Various studies show that migrant workers are more vulnerable to psychological distress due to cultural adaptation, discrimination, workload, and limited social support (Bakker & Demerouti, 2017; Chen et al., 2022; Kim et al., 2023). This condition can reduce work morale, increase work stress, and even encourage workers to choose to leave the company before their contract period ends. In the context of Indonesian interns in Japan, the phenomenon of workers fleeing from companies is still often found even though the Japanese government has carried out various labor policy reforms to improve the protection of foreign workers. This phenomenon indicates that economic factors alone are not enough to explain a person's high work motivation, so a more comprehensive study of the underlying psychological factors is needed.

One of the internal factors that is thought to play an important role in maintaining the work motivation of migrant workers is self-regulation. According to the social cognitive theory developed by Bandura (1986; 1991), self-regulation is the ability of individuals to control thoughts, emotions, and behaviors to achieve predetermined goals. Individuals with good self-regulation skills tend to be able to control pressure, maintain focus on long-term goals, and be more adaptive in dealing with changes in the work environment. Zimmerman's (2000) research also explains that self-regulation is a dynamic process that involves planning, implementing, and evaluating self-evaluation so that individuals are able to optimize their performance in a sustainable manner. Recent empirical findings show that self-regulation has a positive effect on work engagement, career adaptability, job satisfaction, and employee performance (Ariani & Indrawati, 2024; Agustin et al., 2024; Saraswati et al., 2025). On the contrary, low self-regulation skills have been shown to increase work stress and decrease individual ability to deal with work pressure (Miatari et al., 2023). Therefore, self-regulation is one of the important determinants in explaining the work motivation of migrant workers who work in high-pressure environments such as the construction sector in Japan.

In addition to psychological factors, wages are also an important determinant that affects a person's work motivation. Based on the expectancy theory from Vroom (1964), individuals will be encouraged to work better if they believe that the effort made will produce valuable rewards. In the context of Indonesian migrant workers in Japan, the large difference in wage levels between the two countries is the main attraction to participate in the internship program. Data shows that construction workers in Japan earn around 200,000–300,000 yen per month, much higher than construction workers in Indonesia, who earn only Rp3–5 million per month on average. These differences allow workers to meet their family's economic needs, increase savings, and prepare business capital after returning to Indonesia. Milkovich's research (2023) explains that perceptions of wage adequacy, fairness, and feasibility have a major contribution to job satisfaction and motivation. However, recent research also shows

that financial compensation is not always able to increase work motivation if it is not followed by a healthy psychological condition (Rizwan et al., 2022; Nguyen et al., 2024).

In recent years, academic attention has increasingly focused on the importance of psychological well-being as a factor that bridges the relationship between individual characteristics and work motivation. Psychological well-being describes a condition when individuals are able to accept themselves, have positive social relationships, feel that they have a purpose in life, and are able to develop optimally (Ryff, 1989). In the work environment, psychological well-being has been shown to increase organizational commitment, job satisfaction, productivity, and employee intrinsic motivation (Bakker & Demerouti, 2017; Donaldson et al., 2022; Salanova et al., 2023). For migrant workers, psychological well-being is becoming increasingly important as they have to adapt to a new culture, face limited communication, and be away from their families. Individuals who have high psychological well-being tend to be able to turn work pressure into challenges that encourage improvement in work performance so that work motivation is maintained even in difficult working conditions. On the other hand, low psychological well-being can increase the likelihood of stress, burnout, and the desire to leave work.

Although the relationship between self-regulation, wages, psychological well-being, and work motivation has been extensively studied separately, research integrating these four variables in the context of Indonesian construction interns in Japan is still relatively limited. Most previous studies have focused on domestic workers or only examined the direct effect of compensation on work motivation without considering the role of psychological well-being as a mediating mechanism. In fact, the characteristics of migrant workers have different complexities because they are influenced by new cultural, language, work system, and social environmental factors. Therefore, this study is important to fill the research gap by examining the role of psychological well-being as a mediator variable in the relationship between self-regulation and wages on the work motivation of Indonesian construction interns in Saitama, Japan. The results of the research are expected to enrich the development of cross-cultural human resource management theory, especially regarding the determinants of work motivation of migrant workers, as well as the basis for the Indonesian government, the Japanese government, companies receiving internships, and labor sending institutions in designing policies that are able to improve the psychological welfare and work motivation of Indonesian workers abroad.

Based on this background, this research is focused on answering several key questions, namely:

- a. Does self-regulation have a positive effect on psychological well-being in Indonesian construction interns in Saitama, Japan?
- b. Does wages have a positive effect on psychological well-being in Indonesian construction interns in Saitama, Japan?
- c. Does self-regulation have a positive effect on work motivation in Indonesian construction interns in Saitama, Japan?
- d. Does wages have a positive effect on work motivation for Indonesian construction interns in Saitama, Japan?
- e. Does psychological well-being have a positive effect on work motivation in Indonesian construction interns in Saitama, Japan?
- f. Does psychological well-being mediate the effect of self-regulation on work motivation in Indonesian construction interns in Saitama, Japan?
- g. Does psychological well-being mediate the influence of wages on work motivation in Indonesian construction interns in Saitama, Japan?

2. Literature Review

2.1. Self-Regulation

Self-regulation is the ability of individuals to consciously control their thoughts, emotions, motivations, and behaviors in order to achieve predetermined goals. This concept was first comprehensively explained in Social Cognitive Theory by Albert Bandura (1986; 1991) which states that individuals are not only influenced by the environment, but also have the ability to regulate themselves through the processes of self-observation, self-judgment, and self-reaction). Through this process, a person is able to evaluate behavior, set achievement standards, and take corrective actions to stay on the path of achieving goals. In an organizational context, self-regulation is an important ability because it allows employees to manage work pressure, control emotions, and maintain motivation despite facing various obstacles in the work environment.

Furthermore, Barry J. Zimmerman (2000) developed the concept of self-regulation as a cyclical process consisting of three stages, namely forethought, performance, and self-reflection. At the forethought stage, individuals set goals and strategize to achieve them. The performance stage describes how the individual implements the strategy through self-control and self-monitoring. Meanwhile, the self-reflection stage is a process of evaluating the results obtained so that individuals can improve their strategies for the next activity. The Zimmerman model explains that self-regulation is dynamic because individuals continue to make adjustments to environmental conditions and experiences gained during the work process.

From the perspective of human resource management, self-regulation is one of the important determinants of positive work behavior. Individuals who have high self-regulation tend to have better adaptability, are able to manage work conflicts, and are more likely to maintain commitment to the organization. Research by Ariani and Indrawati (2024) shows that self-regulation has a positive effect on career adaptability, while Agustin et al. (2024) found that self-regulation increases job satisfaction and employee performance. Research by Saraswati et al. (2025) also proves that self-regulation is able to increase work engagement, so that employees show higher work morale and productivity. In contrast, Miatari et al. (2023) found that low self-regulation increases work stress and decreases an individual's ability to cope with work pressure. Therefore, in this study, self-regulation is seen as a psychological ability that allows Indonesian interns in Japan to survive in the face of cultural pressure, work environment, and job demands so that they are able to maintain high work motivation.

2.2. Wages

Wages are financial compensation received by workers in return for the contribution of energy, time, and expertise given to the organization. From the perspective of Indonesian labor law, wages are workers' rights that are expressed in the form of money and are given based on employment agreements or the provisions of laws and regulations. Meanwhile, according to Milkovich et al. (2023), wages are not only seen as economic compensation, but also as a form of organizational appreciation for employee contributions. Therefore, perceptions of adequacy, fairness, feasibility, transparency, and opportunities to increase wages are important factors that determine a person's job satisfaction and motivation.

In Victor Vroom's theory (1964) through Expectancy Theory, it is explained that individuals will be encouraged to work optimally if they believe that the effort made will produce valuable rewards. The higher a person's perception of the benefits obtained from a job, the higher the motivation they have to maintain their performance. This theory explains that financial compensation is a form of external reward that is able to increase individual efforts in achieving organizational targets.

In the context of Indonesian migrant workers in Japan, wages are one of the main reasons for someone to participate in an internship program. The significant difference in income levels between Japan and Indonesia provides a large economic incentive for Indonesian workers. However, various studies show that the size of the wage is not always the only factor that determines work motivation. Nguyen et al. (2024) found that financial compensation will have an optimal effect when followed by a work environment that supports the psychological well-being of workers. Research by Rizwan et al. (2022) also shows that the perception of compensation fairness has more influence on motivation than the amount of nominal wages alone. Thus, this study views wages as an external factor that can improve psychological well-being while encouraging the work motivation of Indonesian construction interns in Japan.

2.3. Psychological Well-Being

Psychological well-being is a positive psychological condition that reflects an individual's ability to accept themselves, establish healthy social relationships, have a purpose in life, develop optimally, and be able to control their environment. This concept was developed by Carol D. Ryff (1989) who explained that psychological well-being is not only characterized by the absence of mental disorders, but also reflected in the optimal development of individual potential. Ryff stated six dimensions of psychological well-being, namely self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. These six dimensions describe the ability of individuals to live a productive and meaningful life.

In the work environment, psychological well-being plays an important role in increasing employee motivation, organizational commitment, creativity, and productivity. According to Bakker and Demerouti (2017) through Job Demands-Resources Theory, psychological well-being is formed when individuals are able to balance job demands with their own resources (job resources). Individuals who have high psychological well-being tend to view work pressure as a challenge that can improve their abilities, while individuals with low psychological well-being are more likely to experience stress, emotional exhaustion (burnout), or decreased work motivation.

For migrant workers, psychological well-being is a very important aspect because they face the challenges of adapting to different cultures, languages, social environments, and work systems. Research by Donaldson et al. (2022) shows that psychological well-being has a positive effect on work engagement and job satisfaction. Research by Salanova et al. (2023) also found that psychological well-being increases individual resilience in the face of work pressure so that productivity is maintained. Based on these various studies, psychological well-being in this study is positioned as a mediating variable that explains how self-regulation and wages can increase the work motivation of Indonesian construction interns in Japan.

2.4. Work Motivation

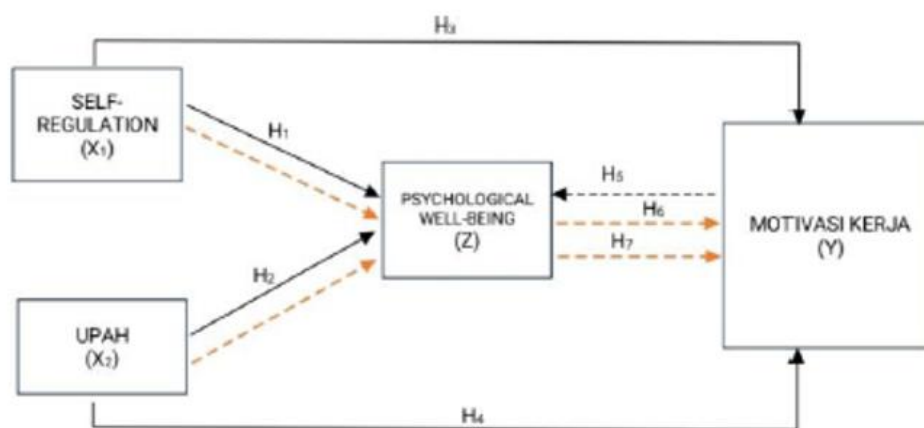
Work motivation is an internal and external drive that causes a person to be willing to exert their best efforts to achieve organizational goals. According to Stephen P. Robbins and Timothy A. Judge (2023), work motivation is a process that determines a person's intensity, direction, and perseverance in achieving certain goals. The higher the motivation a person has, the greater the effort put into completing tasks and achieving organizational targets.

One of the theories that is widely used to explain work motivation is Abraham Maslow (1943) through the Hierarchy of Needs Theory. This theory explains that individuals are driven to work to meet multi-level needs ranging from physiological, security, social, reward, to self-actualization. In the context of migrant workers, work motivation is not only influenced by

economic needs, but also the desire to gain international experience, improve competence, and improve the quality of family life. In addition, Frederick Herzberg (1959) through the Two-Factor Theory explained that work motivation is influenced by intrinsic factors (motivators) such as achievement, recognition, and self-development, as well as extrinsic factors (hygiene factors) such as wages, organizational policies, working conditions, and interpersonal relationships.

Various empirical studies show that work motivation is influenced by a combination of psychological factors and organizational factors. Bakker and Demerouti (2017) explain that psychological well-being increases intrinsic motivation through increased energy, optimism, and work attachment. Research by Kim et al. (2023) also shows that the ability to self-regulate increases work motivation through increasing individual resilience in the face of work pressure. Meanwhile, research by Milkovich et al. (2023) proves that a fair compensation system is able to increase employee motivation and loyalty. Thus, the work motivation in this study is seen as the result of the interaction between individual ability to manage themselves (self-regulation), organizational rewards through wages, and the psychological well-being condition of Indonesian construction interns in Saitama, Japan.

2.5. Conceptual Framework



2.6. Hypotesis

- H1 Self-regulation has a positive and significant effect on psychological well-being.
- H2 Wages have a positive and significant effect on psychological well-being.
- H3 Self-regulation has a positive and significant effect on work motivation.
- H4 Wages have a positive and significant effect on work motivation.
- H5 Psychological well-being has a positive and significant effect on work motivation.
- H6 Psychological well-being mediates positively the influence of self-regulation on work motivation.
- H7 Psychological well-being mediates positively the influence of wages on work motivation.

3. Methods

This study uses a quantitative approach with the type of explanatory research, which aims to examine the causal relationship between self-regulation and wages on work motivation, either directly or indirectly through psychological well-being as a mediating variable. The quantitative approach was chosen because it is able to objectively explain the relationships between variables through hypothesis testing based on empirical data (Creswell & Creswell, 2023). This research was carried out on Indonesian construction interns working in Saitama Prefecture, Japan. The selection of the research location was based on the high number of Indonesian interns in the construction sector as well as the characteristics of the work environment that have different physical, psychological, and cultural demands compared to the work environment in Indonesia.

The research population is all Indonesian construction interns who are still actively working in Saitama Prefecture, Japan. The sampling technique uses non-probability sampling with the purposive sampling method, which is the selection of respondents based on certain criteria to suit the research objectives (Hair et al., 2022). The respondent criteria include: (1) Indonesian citizens who have participated in the construction internship program in Japan, (2) have worked for at least six months so that they have experience adapting to the work environment, and (3) are willing to be research respondents. Based on the results of the calculation of sample needs and the availability of respondents, this study involved 205 Indonesian construction interns as respondents. This number has met the minimum requirements of the Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis recommended by Hair et al. (2022), which is at least 10 times the number of structural paths leading to an endogenous construct.

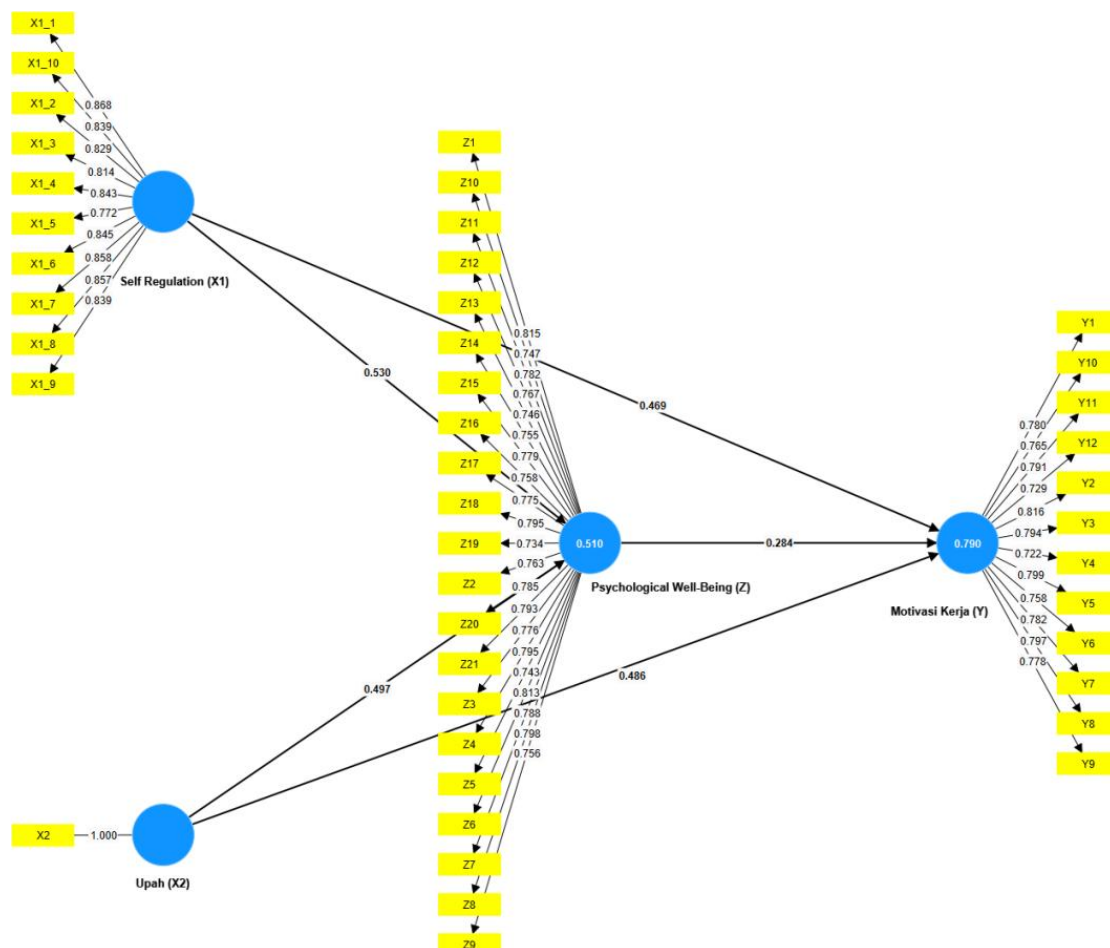
Data collection was carried out using a questionnaire compiled based on the indicators of each research variable and measured using a five-point Likert Scale, ranging from a score of 1 (strongly disagree) to 5 (strongly agree). The self-regulation variable is adapted from Zimmerman's (2000) concept which includes aspects of forethought, performance, and self-reflection. Wage variables are measured using indicators developed by Milkovich et al. (2023), including wage adequacy, internal justice, external justice, wage feasibility, payment accuracy, and wage system transparency. The psychological well-being variable is measured based on the dimensions of Ryff (1989), namely self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Meanwhile, the work motivation variable was measured based on indicators developed by Robbins and Judge (2023), which reflect the intensity, direction, and diligence of individuals in carrying out work. Before widespread deployment, research instruments are first tested through content validity tests by experts and limited trials to ensure the clarity of each statement.

Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the help of SmartPLS 4.0 software. The SEM-PLS method was chosen because it is able to analyze complex causal relationships, test models with mediating variables, and does not require strict normal data distribution (Hair et al., 2022). The analysis stage began with the evaluation of the measurement model (outer model) through convergent validity testing using the loading factor (>0.70) and Average Variance Extracted (AVE) values (>0.50), discriminant validity using Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT) criteria, and construct reliability through Cronbach's Alpha and Composite Reliability values (>0.70). Furthermore, an evaluation of the structural model (inner model) was carried out by testing the values of R^2 , f^2 (effect size), Q^2 predictive relevance, and Variance Inflation Factor (VIF) to ensure that there was no multicollinearity problem. Hypothesis testing was carried out using a bootstrapping procedure of 5,000 subsamples with

a significance level of 5%, so that the hypothesis is declared acceptable if the t-statistical value > 1.96 , the p-value < 0.05 , and the path coefficient shows the direction of the relationship in accordance with the research hypothesis. The analysis also included testing the direct influences, indirect influences, and mediating roles of psychological well-being in the relationship between self-regulation and wages on work motivation.

This research method is designed to produce valid and reliable empirical findings regarding the factors that affect the work motivation of Indonesian construction interns in Japan. By using SEM-PLS, this study is expected to be able to provide a comprehensive overview of the mechanism of intervariable relationships, as well as contribute to the development of cross-cultural human resource management studies and become a basis for policy formulation that supports the improvement of psychological well-being and work motivation of Indonesian migrant workers.

4. Results and Discussion



The results of data analysis were carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test the influence of variables with mediation variables. Below is a table of the results of the analysis along with their explanations.

4.1. Evaluation of Measurement Models (Outer Model)

Table 1 shows the loading value and validity of each indicator used in this study.

Variabel	Indikator	Loading Factor	Kriteria	AVE	Cronbach Alpha	Composite Realibility (CR)	Keterangan
Self-Regulation (X1)	X1_1	0.900	≥ 0.70	0.597	0.925	0.938	Lolos
	X1_2	0.888	≥ 0.70				Lolos
	X1_3	0.839	≥ 0.70				Lolos
	X1_4	0.814	≥ 0.70				Lolos
	X1_5	0.843	≥ 0.70				Lolos
	X1_6	0.772	≥ 0.70				Lolos
	X1_7	0.845	≥ 0.70				Lolos
	X1_8	0.850	≥ 0.70				Lolos
	X1_9	0.857	≥ 0.70				Lolos
	X1_10	0.839	≥ 0.70				Lolos
Upah (X2)	X2	1.000	Tidak Berlaku / Konstruk Formatif				
Psychological Well Being (Z)	Z1	0.815	≥ 0.70	0.561	0.941	0.952	Lolos
	Z2	0.747	≥ 0.70				Lolos
	Z3	0.875	≥ 0.70				Lolos
	Z4	0.730	≥ 0.70				Lolos
	Z5	0.777	≥ 0.70				Lolos
	Z6	0.765	≥ 0.70				Lolos
	Z7	0.801	≥ 0.70				Lolos
	Z8	0.750	≥ 0.70				Lolos
	Z9	0.730	≥ 0.70				Lolos
	Z10	0.734	≥ 0.70				Lolos
	Z11	0.745	> 0.70				Lolos

Based on the results of the outer model test using Structural Equation Modeling–Partial Least Squares (SEM-PLS), the evaluation of the measurement model was carried out through convergent validity and construct reliability testing. Convergent validity was evaluated based on loading factor values and Average Variance Extracted (AVE), while construct reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR) values. An indicator is declared to meet convergent validity if it has a loading factor value of ≥ 0.70 , while a construct is declared valid if it has an AVE value of > 0.50 . Furthermore, the reliability of the construct is well declared if the values of Cronbach's Alpha and Composite Reliability are greater than 0.70 respectively (Hair et al., 2022).

The test results on the Self-Regulation variable (X1) showed that all indicators had a loading factor value in the range of 0.772–0.900, so that all indicators met the convergent validity criteria. The X1.1 indicator has the highest loading factor value of 0.900, while the X1.6 indicator has the lowest loading factor value of 0.772. All of these values are still above the minimum limit of 0.70, so all indicators are declared valid in reflecting the self-regulation construct. In addition, the Average Variance Extracted (AVE) value of 0.597 indicates that the construct is able to explain 59.7% of the variance of its indicators. In terms of reliability, the self-regulation variable obtained a Cronbach's Alpha value of 0.925 and Composite Reliability

of 0.938. Both values exceed the minimum limit of 0.70, so it can be concluded that the self-regulation construct has a very high level of internal consistency and that all indicators are suitable for use in subsequent analysis.

In the Wage variable (X2), the construct is only measured using one indicator (single indicator) with a loading factor value of 1,000. In the SEM-PLS model, a construct consisting of only one indicator is treated as a formative construct or a single-item construct, so AVE, Cronbach's Alpha, and Composite Reliability tests are not performed. A loading factor value of 1,000 indicates that the indicator fully represents the wage construct, so the indicator is declared valid and can be directly used in structural model testing.

Furthermore, the test results on the Psychological Well-Being (Z) variable showed that all 21 indicators had loading factor values ranging from 0.730 to 0.875. The Z3 indicator has the highest loading factor value of 0.875, while the Z4, Z9, Z15, and Z16 indicators have a loading factor value of 0.730, which is the lowest value but still meets the minimum criterion of 0.70. The AVE value of 0.561 indicates that the psychological well-being construct is able to explain 56.1% of the variance of the constituent indicators. Meanwhile, Cronbach's Alpha value of 0.941 and Composite Reliability of 0.952 indicate a very high level of reliability. Thus, all indicators of psychological well-being are declared valid and reliable in measuring the constructs studied.

The test results on the Work Motivation (Y) variable also showed excellent results. All 12 indicators have loading factor values ranging from 0.729–0.829, so all indicators meet convergent validity requirements. The Y5 indicator has the highest loading factor value of 0.829, while the Y4 indicator has the lowest loading factor value of 0.729. Despite being the lowest value in the construct, the Y4 indicator still meets the recommended minimum. An AVE value of 0.618 indicates that the work motivation construct is able to explain 61.8% of the variance of its indicators, which means that it has met the criteria of convergent validity. Furthermore, Cronbach's Alpha value of 0.910 and Composite Reliability of 0.924 indicate that the work motivation construct has excellent internal consistency so that all indicators are declared reliable.

Overall, the results of the external model evaluation show that all constructs in the study have met the requirements for convergent validity and construct reliability as recommended by Hair et al. (2022). All reflective indicators had a loading factor value above 0.70, the AVE value of each construct was above 0.50, and Cronbach's Alpha and Composite Reliability values of all reflective variables exceeded 0.70. Thus, it can be concluded that the research instrument has an excellent level of validity and reliability, making it feasible to continue testing the inner model and hypothesis testing on structural models. The Wage variable (X2) as a single indicator construct does not require AVE testing or reliability because it has been directly represented by one indicator with a perfect loading factor value (1,000).

4.2. Evaluation of Structural Models (Inner Model)

Table 3 shows the results of the R² test.

Relationship	R Square	R Square Adjusted
Psychological Well Being (Z)	0.510	0.505
Motivasi Kerja (Y)	0.790	0.785

Based on the results of the R Square (R²) test, the R² value for the Psychological Well-Being (Z) variable was 0.510 with the R Square Adjusted of 0.505. This shows that the variables Self-Regulation (X₁) and Wages (X₂) together were able to explain 51.0% of the variation in Psychological Well-Being, while the remaining 49.0% were influenced by other variables outside the research model. According to the criteria of Hair et al. (2022), the R² value of 0.510 is included in the moderate category, so the model has a fairly good ability to explain Psychological Well-Being. Meanwhile, the Work Motivation variable (Y) obtained an R² value of 0.790 with an Adjusted R Square of 0.785, which means that Self-Regulation (X₁), Wages (X₂), and Psychological Well-Being (Z) were able to explain 79.0% of the variation in Work Motivation, while the remaining 21.0% were explained by factors other than the model. The R² value of 0.790 is a strong category, so it can be concluded that the research model has excellent predictive power in explaining the work motivation of Indonesian construction interns in Saitama, Japan.

4.3. Significance and Direct Impact Test

Table 4 presents the results of the significance test of direct and indirect influences between variables.

Hipotesis	β	T-Value	P-Values	Decision	Mediator
H1	0.530	8.30	0.000	Confirmed	
H2	0.497	10.449	0.000	Confirmed	
H3	0.469	8.964	0.000	Confirmed	
H4	0.486	9.318	0.000	Confirmed	
H5	0.284	5.910	0.000	Confirmed	
H6	0.150	4.500	0.000	Partial mediator	PWB
H7	0.150	4.1501	0.000	Partial mediator	PWB

Hypothesis Testing 1 (H1)

The results of the first hypothesis test show that Self-Regulation has a positive and significant effect on Psychological Well-Being. This is shown by the path coefficient value (β) of 0.530, T-statistic of 8.300, and P-value of 0.000 (<0.05). Thus, H1 is accepted. The positive coefficient value shows that the higher the ability of the intern to regulate their thoughts, emotions, and behavior, the higher the level of psychological well-being they have. These results indicate that self-regulation skills are an important factor in helping workers adapt to the work environment, manage work pressure, and maintain a positive psychological state during an internship program in Japan.

Hypothesis Testing 2 (H2)

The results of the second hypothesis test show that wages have a positive and significant effect on Psychological Well-Being. This is evidenced by a β value of 0.497, a T-statistic of 10.449, and a P-value of 0.000, so that H2 is accepted. The positive coefficient value shows

that the better the employee's perception of the wages received, the higher the level of psychological well-being felt. These findings indicate that wages not only function as economic compensation, but also provide a sense of security, satisfaction, and appreciation for the work done, thereby improving the psychological well-being of Indonesian construction interns in Saitama, Japan.

Hypothesis Testing 3 (H3)

The results of the third hypothesis test show that Self-Regulation has a positive and significant effect on Work Motivation. This is evidenced by the path coefficient value of 0.469, the T-statistic of 8.964, and the P-value of 0.000, so that H3 is accepted. A positive pathway coefficient indicates that an increase in self-regulation ability will be followed by an increase in the work motivation of interns. This means that workers who are able to control themselves, set goals, and evaluate their behavior effectively tend to have higher work morale, commitment, and perseverance in completing job tasks.

Hypothesis Testing 4 (H4)

The results of the fourth hypothesis test show that wages have a positive and significant effect on work motivation. The path coefficient value of 0.486, the T-statistic of 9.318, and the P-value of 0.000 indicate that H4 is accepted. The positive coefficient value indicates that the better the employee's perception of the wages received, the higher the work motivation they have. These results show that providing a decent wage is able to increase work morale, encourage workers to work more optimally, and increase commitment to achieving work targets.

Hypothesis Testing 5 (H5)

The results of the fifth hypothesis test showed that Psychological Well-Being had a positive and significant effect on Work Motivation. This is shown by the β value of 0.284, the T-statistic of 5.910, and the P-value of 0.000, so that H5 is accepted. Although the path coefficient value is smaller than the direct influence of other variables, the relationship is still statistically significant. These findings show that workers who have good psychological well-being tend to have higher work motivation, because they are able to work more optimistically, are comfortable, and are able to cope with work pressure effectively.

Hypothesis Testing 6 (H6)

The results of the sixth hypothesis test show that Psychological Well-Being is able to mediate the influence of Self-Regulation on Work Motivation. The results of the analysis showed that the indirect influence coefficient (β) value was 0.150, the T-statistic was 4.500, and the P-value was 0.000, so that the mediation effect was declared significant. In addition, because the direct influence of Self-Regulation on Work Motivation remains significant after including the mediator variable, Psychological Well-Being plays the role of partial mediation. These results show that the ability to self-regulate not only increases work motivation directly, but also indirectly through improving the psychological well-being of workers. In other words, the better the worker's ability to manage himself, the better the psychological well-being condition he has, so that his work motivation also increases.

Hypothesis Testing 7 (H7)

The results of the seventh hypothesis test showed that Psychological Well-Being was able to mediate the influence of Wages on Work Motivation. The value of the indirect influence

coefficient of 0.150, the T-statistic of 4.150, and the P-value of 0.000 indicate that the mediating effect is significant, so H7 is accepted. However, because the direct influence of wages on Work Motivation remains significant, Psychological Well-Being plays the role of partial mediation. These findings suggest that a living wage not only increases work motivation directly, but also through improved psychological well-being of workers. Thus, psychological well-being is an important mechanism that strengthens the relationship between the compensation received and the work motivation of Indonesian construction interns in Saitama, Japan.

Overall, the test results show that the entire hypothesis (H1–H7) is supported by empirical data. The variables of Self-Regulation and Wages have been proven to have a positive and significant direct influence on Psychological Well-Being and Work Motivation, while Psychological Well-Being also has a positive effect on Work Motivation. In addition, Psychological Well-Being has been shown to play a role as a partial mediator in the relationship between Self-Regulation and Wages to Work Motivation. These findings indicate that the increase in work motivation of Indonesian construction interns in Japan is simultaneously influenced by internal psychological factors, compensation factors, and psychological well-being conditions of workers.

4.4. Discussion

The effect Self-Regulation terhadap Psychological Well-Being

The results of the study showed that self-regulation had a positive and significant effect on psychological well-being in Indonesian construction interns in Saitama, Japan with a path coefficient value (β) of 0.530, a t-statistical value of 8.300, and a p-value of 0.000. The findings show that the better the ability of workers to control their thoughts, emotions, and behaviors, the higher the level of psychological well-being they have. In other words, workers who are able to manage themselves effectively will have an easier time dealing with work pressure, adjusting to Japan's work culture, and maintaining a positive psychological state during the internship program.

This finding is in line with the Social Cognitive Theory put forward by Bandura (1986; 1991), which explains that individuals are active agents who are able to control behavior through the processes of *self-observation*, *self-judgment*, and *self-reaction*. Individuals who have high self-regulation skills will be able to manage stress, control emotions, and evaluate actions taken so that they are able to maintain their psychological well-being. In addition, Zimmerman (2000) explained that self-regulation is a process consisting of the stages of planning (*forethought*), implementation (*performance*), and reflection (*self-reflection*), which allows individuals to stay focused on their goals despite facing various obstacles.

In the context of construction interns in Japan, self-regulation skills play a very important role because workers are faced with various challenges, such as cultural differences, communication barriers, high work discipline, and strict productivity demands. Individuals who are able to manage their emotions well tend to adapt more quickly to a new work environment, are able to build positive social relationships with colleagues and superiors, and are better able to cope with psychological pressures that arise during work. This condition ultimately increases psychological well-being which is reflected through a sense of comfort, optimism, and satisfaction with life and work undertaken.

The results of this study support the findings of Ariani and Indrawati (2024) who stated that self-regulation has a positive effect on psychological well-being and career adaptability. Research by Agustin et al. (2024) also shows that self-regulation is able to increase job satisfaction through an individual's ability to control behavior and emotions when facing work

pressure. Furthermore, research by Kim et al. (2023) found that workers with high self-regulation skills have lower levels of work stress and better psychological well-being than workers with low self-regulation. Therefore, the results of this study strengthen the empirical evidence that self-regulation is one of the psychological factors that play an important role in improving the psychological well-being of Indonesian migrant workers in Japan.

The Effect of Wages on Psychological Well-Being

The results showed that wages had a positive and significant effect on psychological well-being, with a β value of 0.497, t-statistic of 10.449, and p-value of 0.000. These results indicate that the better the perception of workers towards the wages received, the higher the level of psychological well-being felt. Wages not only function as a source of income to meet economic needs, but also provide a sense of security, reward, and certainty for the future so that it can improve the psychological condition of workers.

This finding is in accordance with the Expectancy Theory put forward by Vroom (1964). The theory explains that individuals will be encouraged to work optimally if they believe that the effort made will yield valuable rewards. Wages that are considered fair and in accordance with work contributions will increase positive perceptions of the organization so as to create satisfaction and psychological well-being. In addition, Equity Theory from Adams (1965) explains that the perception of justice in the compensation system greatly determines a person's psychological condition. When workers feel that they are getting wages that are commensurate with the effort given, there will be feelings of being valued, treated fairly, and having a positive relationship with the organization.

For Indonesian interns in Japan, wages are one of the main motivations for participating in an internship program. A relatively higher income than in Indonesia allows workers to meet family needs, save, pay financial obligations, and prepare business capital after returning to the country. The fulfillment of these economic needs directly reduces financial pressures that are often a source of stress for migrant workers. When economic pressure is reduced, workers can focus more on work, feel calmer, and show better psychological well-being.

The results of this study support the research of Milkovich et al. (2023) who stated that decent compensation is able to improve the psychological well-being of employees through increased sense of security and job satisfaction. Research by Nguyen et al. (2024) also found that perceptions of compensation fairness have a significant influence on the psychological well-being of migrant workers in Asia. In addition, Rizwan et al. (2022) explain that competitive compensation can reduce the level of financial stress thereby improving the quality of life of workers. Thus, the results of this study further emphasize that a fair and adequate wage system is one of the important factors in improving the psychological well-being of Indonesian interns in Japan.

The Effect of Self-Regulation on Work Motivation

The results showed that self-regulation had a positive and significant effect on work motivation, with a β value of 0.469, t-statistic of 8.964, and p-value of 0.000. The findings show that the higher the ability of workers to regulate their behavior, thoughts, and emotions, the higher their work motivation. Self-regulation allows workers to stay focused on their goals, maintain commitment to work, and be able to overcome various obstacles that arise while working in a high-pressure environment.

These results support the Social Cognitive Theory of Bandura (1986; 1991) which explains that individual behavior is influenced by the interaction between personal, environmental, and behavioral factors themselves. Individuals who have good self-regulation

will be better able to set work targets, monitor their work progress, and evaluate the results achieved. Zimmerman (2000) also explained that self-regulation is a process that helps individuals develop intrinsic motivation through the ability to plan goals, control actions, and reflect on the results obtained. Thus, self-regulation not only improves the individual's ability to complete work, but also strengthens the internal drive to continue to excel.

In the context of Indonesian construction interns in Japan, self-regulation skills are an important capital to face various challenges, such as high productivity demands, a disciplined work culture, and language and social barriers. Workers who are able to control their emotions when facing work pressure tend to be more persistent, do not give up easily, and still try to achieve the work targets that have been set. This ability creates higher work motivation because workers have the belief that every effort made will result in better achievements.

The findings of this study are consistent with the results of research by Kim et al. (2023) who found that self-regulation increases work motivation through increasing individual resistance to work pressure. Research by Ariani and Indrawati (2024) also shows that self-regulation has a positive effect on *work engagement* and organizational commitment. In addition, Saraswati et al. (2025) prove that individuals with high self-regulation skills show higher levels of motivation, discipline, and work productivity than individuals with low self-regulation. Therefore, the results of this study strengthen the empirical evidence that self-regulation is one of the main determinants in building the work motivation of Indonesian construction interns in Japan.

The Effect of Wages on Work Motivation

The results of the study showed that wages had a positive and significant effect on the work motivation of Indonesian construction interns in Saitama, Japan with a path coefficient value (β) of 0.486, t-statistic of 9.318, and a p-value of 0.000. These findings show that the better the perception of workers towards the wages they receive, the higher their motivation to do their work. A decent wage provides an encouragement for workers to work more disciplined, increase productivity, and maintain commitment to completing tasks according to the company's targets. For interns in Japan, wages are not only seen as a financial reward, but also as a form of appreciation for the competence, hard work, and contributions that have been made to the company.

This finding is in line with the Expectancy Theory put forward by Vroom (1964), which explains that a person will have high motivation if he believes that the effort made will produce good performance and be followed by valuable rewards. In this context, wages are a form of external reward that has instrumental value for workers because it is able to meet economic needs as well as an indicator of success at work. In addition, Herzberg's Two-Factor Theory (1959) explains that compensation is included in the *hygiene factors* that function to prevent job dissatisfaction. Although not the only factor that creates intrinsic motivation, a fair and competitive wage system can create a conducive work environment so that workers are encouraged to work more optimally.

In the context of Indonesian construction interns in Japan, wages have a broader meaning than just monthly income. Most of the workers participate in internship programs with the aim of improving family welfare, building savings, paying off financial obligations, and accumulating business capital after returning to Indonesia. Therefore, when workers feel that the wages they receive are in line with their workload and expectations, there will be a greater sense of satisfaction, pride, and responsibility for the work. On the other hand, if workers feel that the compensation received is not appropriate, then work motivation tends to decrease due to the perception of injustice.

The results of this study are in line with the research of Milkovich et al. (2023) which stated that competitive compensation increases employee motivation and loyalty. Research by Rizwan et al. (2022) also found that the perception of wage justice has a greater effect on motivation than the amount of nominal compensation alone. In addition, Nguyen et al. (2024) explained that migrant workers who received compensation as expected showed a higher level of work motivation than workers who felt that their compensation was inadequate. Thus, the results of this study strengthen the empirical evidence that wages are one of the external factors that play an important role in increasing the work motivation of Indonesian construction interns in Japan.

The Effect of Psychological Well-Being on Work Motivation

The results showed that psychological well-being had a positive and significant effect on work motivation with a path coefficient value (β) of 0.284, t-statistic of 5.910, and p-value of 0.000. These results show that the better the psychological welfare condition of workers, the higher the motivation they have in carrying out their work. Although the value of the influence coefficient is smaller than the variables of self-regulation and wages, psychological well-being still makes a significant contribution in increasing the work motivation of Indonesian construction interns in Japan.

These findings support the Job Demands-Resources (JD-R) Theory developed by Bakker and Demerouti (2007; 2017). This theory explains that individuals who have good psychological resources (*personal resources*) will be better able to deal with job demands, resulting in higher *work engagement* and motivation. Psychological well-being is one of the psychological resources that make individuals more optimistic, able to manage stress, and maintain work morale in facing work challenges. In addition, the concept of Psychological Well-Being from Ryff (1989) explains that individuals who are able to accept themselves, have positive social relationships, have clear life goals, and are able to develop their potential will find meaning in their work more easily. This condition is the basis for the emergence of intrinsic motivation to work optimally.

For Indonesian interns in Japan, psychological well-being is a very important aspect because they face high work pressure, different work cultures, language limitations, and having to live far from their families. If workers are able to maintain their psychological well-being, they will be more adaptable, have better interpersonal relationships with colleagues, and be able to cope with work pressure without losing motivation. On the other hand, workers with low psychological well-being tend to experience stress, emotional exhaustion (*burnout*), and decreased work morale.

The results of this study support the research of Donaldson et al. (2022) who stated that psychological well-being increases work attachment and intrinsic motivation of employees. Research by Salanova et al. (2023) also shows that psychological well-being increases productivity as well as commitment to work. In addition, Kim et al. (2023) found that workers who had high psychological well-being showed better levels of motivation and job satisfaction than workers with low psychological well-being. Therefore, the results of this study strengthen the view that psychological well-being is one of the important psychological factors that can increase the work motivation of migrant workers.

The Role of Psychological Well-Being in Mediating the Influence of Self-Regulation on Work Motivation

The results showed that psychological well-being was able to partially mediate the influence of self-regulation on work motivation, with an indirect influence coefficient (β) value of 0.150, t-statistic of 4.500, and p-value of 0.000. These results show that self-regulation not only increases work motivation directly, but also indirectly through improved psychological well-being. Because the direct influence of self-regulation on work motivation remains significant after including the mediator variable, the form of mediation that occurs is partial mediation.

Theoretically, the results of this study strengthen the integration between Social Cognitive Theory (Bandura, 1986) and Job Demands-Resources Theory (Bakker & Demerouti, 2017). Bandura explained that individuals who are able to control their behavior, thoughts, and emotions will find it easier to achieve their desired goals. Meanwhile, JD-R Theory explains that the psychological resources that individuals have will improve psychological well-being, which further encourages the emergence of work motivation. Thus, self-regulation functions as a personal resource that first increases psychological well-being before finally increasing work motivation.

For Indonesian construction interns in Japan, the ability to manage emotions, control stress, and maintain optimism is very important to maintain psychological well-being when facing work pressure and cultural adaptation processes. Workers who are able to manage themselves well will more easily accept job challenges as opportunities to grow, not as burdens. These positive psychological well-being conditions then increase work morale, commitment, and perseverance in completing tasks. In other words, psychological well-being is a psychological mechanism that explains how the ability to self-regulate can be translated into higher work motivation.

The findings of this study are in line with the research of Ariani and Indrawati (2024) which states that self-regulation increases work engagement through improving psychological well-being. Research by Donaldson et al. (2022) also shows that personal resources affect motivation through psychological well-being. In addition, Salanova et al. (2023) explain that psychological well-being reinforces the influence of individual characteristics on positive work behavior. Therefore, the results of this study show that it is not enough to increase the work motivation of interns only through the development of self-regulation skills, but must also be accompanied by efforts to improve their psychological well-being.

The Role of Psychological Well-Being in Mediating the Influence of Wages on Work Motivation

The results showed that psychological well-being was able to partially mediate the influence of wages on work motivation, with an indirect influence coefficient (β) value of 0.150, t-statistic of 4.150, and p-value of 0.000. These results show that wages not only increase work motivation directly, but also increase motivation through improved psychological well-being of workers. Because the direct influence of wages on work motivation remains significant, psychological well-being plays a role as a partial mediator.

The results of this study support the Expectancy Theory (Vroom, 1964), which explains that the rewards received by individuals for the efforts made will increase work morale. However, this study shows that the influence of wages on motivation is not only economic, but also through psychological mechanisms. Adequate wages provide a sense of security, reduce financial anxiety, increase life satisfaction, and create a sense of being valued by the organization. This condition ultimately increases psychological well-being which then

strengthens work motivation. This finding is also in line with the Conservation of Resources Theory (Hobfoll, 1989), which explains that individuals who have adequate economic resources will be better able to maintain their psychological resources so that they are more motivated to work.

For Indonesian construction interns in Japan, wages have strategic significance because they are the main goal of participating in an internship program. When workers earn wages that match expectations, they will feel more calm in meeting family needs, saving, and planning for the future. This feeling of financial security increases psychological well-being so that workers are more focused on work, more optimistic about facing challenges, and more eager to achieve work targets. On the other hand, if workers experience financial pressure, the psychological well-being condition will decrease and indirectly reduce work motivation.

The findings of this study are in line with the research of Nguyen et al. (2024) who stated that psychological well-being is a mechanism that explains the relationship between compensation and work motivation in migrant workers. Research by Milkovich et al. (2023) also shows that a fair compensation system improves psychological well-being which further encourages increased employee motivation and performance. In addition, Rizwan et al. (2022) found that psychological well-being amplifies the influence of compensation on positive work behavior. Therefore, the results of this study imply that organizations not only need to provide a competitive wage system, but also create a work environment that supports the psychological well-being of workers so that work motivation can increase sustainably.

5. Conclusion

Based on the results of data analysis using Structural Equation Modeling–Partial Least Squares (SEM-PLS), it can be concluded that all research hypotheses are supported by empirical data. Self-regulation has been proven to have a positive and significant effect on psychological well-being and work motivation of Indonesian construction interns in Saitama, Japan. These findings show that workers' ability to control their thoughts, emotions, and behavior is an important psychological capital in dealing with job demands, adapting to Japan's work culture, and maintaining high morale. In addition, wages have also been shown to have a positive and significant effect on psychological well-being and work motivation, indicating that decent compensation not only serves as a fulfillment of economic needs, but also provides a sense of security, reward, and satisfaction that can improve psychological well-being and worker motivation. This study also proves that psychological well-being has a positive and significant effect on work motivation, so that workers who have good psychological well-being tend to show higher work morale, commitment, and productivity.

Furthermore, the results of the study show that psychological well-being plays a role as a partial mediator in the relationship between self-regulation and wages to work motivation. These findings indicate that the influence of self-regulation and wages on work motivation does not only occur directly, but also through the improvement of workers' psychological well-being. Thus, the work motivation of Indonesian construction interns in Japan is the result of an interaction between internal factors in the form of self-regulation skills, external factors in the form of a fair and adequate wage system, and the psychological well-being conditions of workers. Theoretically, this study strengthens Social Cognitive Theory, Expectancy Theory, and Job Demands-Resources Theory in explaining the mechanism of formation of work motivation in migrant workers. In practical terms, the results of the study imply that companies that accept Indonesian interns in Japan and labor sending institutions need to develop programs to improve self-regulation, provide a competitive and fair compensation

system, and strengthen psychological mentoring, counseling, and cultural adaptation programs. These efforts are expected to be able to improve psychological well-being so that work motivation, productivity, and the success of the apprenticeship program can continue to be improved in a sustainable manner.

6. References

- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267–299. [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Agustin, R., Prasetyo, A., & Wulandari, D. (2024). Self-regulation and job satisfaction: The mediating role of work engagement among manufacturing employees. *Journal of Organizational Behavior Research*, 9(1), 55–69.
- Ariani, D. W., & Indrawati, N. K. (2024). Self-regulation, career adaptability, and employee performance: Evidence from Indonesian workers. *International Journal of Productivity and Performance Management*, 73(2), 418–437. <https://doi.org/10.1108/IJPPM-2023>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice Hall.
- Bandura, A. (1991). Social cognitive theory of self-regulation. *Organizational Behavior and Human Decision Processes*, 50(2), 248–287. [https://doi.org/10.1016/0749-5978\(91\)90022-L](https://doi.org/10.1016/0749-5978(91)90022-L)
- Chen, X., Li, Y., & Wang, H. (2022). Occupational stress and psychological well-being among migrant workers: A systematic review. *International Journal of Environmental Research and Public Health*, 19(15), 9258. <https://doi.org/10.3390/ijerph19159258>
- Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications.
- Donaldson, S. I., Lee, J. Y., & Donaldson, S. I. (2022). Evaluating positive psychology interventions at work: A systematic review and meta-analysis. *Journal of Positive Psychology*, 17(2), 240–255. <https://doi.org/10.1080/17439760.2020.1818801>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications.
- Herzberg, F. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Kim, S., Lee, J., & Park, H. (2023). Self-regulation and work motivation among expatriate workers: The mediating role of psychological well-being. *Current Psychology*, 42(18), 15648–15661. <https://doi.org/10.1007/s12144-022-XXXXX>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2023). *Compensation* (14th ed.). McGraw-Hill Education.
- Miatari, P., Nugroho, A., & Setiawan, B. (2023). The role of self-regulation in reducing occupational stress among industrial employees. *Journal of Human Behavior in the Social Environment*, 33(5), 712–726.
- Nguyen, T. H., Tran, P. H., & Le, V. Q. (2024). Compensation, psychological well-being, and

- work motivation among migrant workers in East Asia. *Asia Pacific Journal of Human Resources*, 62(1), 85–104. <https://doi.org/10.1111/1744-7941.12345>
- Rizwan, M., Khan, A., & Ali, S. (2022). Compensation satisfaction and employee motivation: The mediating role of psychological well-being. *Employee Relations*, 44(6), 1328–1345. <https://doi.org/10.1108/ER-2021-XXXX>
- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson Education.
- Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081. <https://doi.org/10.1037/0022-3514.57.6.1069>
- Salanova, M., Llorens, S., & Schaufeli, W. B. (2023). Positive organizational psychology and employee well-being: Current evidence and future directions. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 1–26.
- Saraswati, D., Hidayat, R., & Kurniawan, A. (2025). Self-regulation and work engagement: Evidence from Indonesian manufacturing industries. *International Journal of Organizational Analysis*, 33(1), 110–127.
- Vroom, V. H. (1964). *Work and motivation*. John Wiley & Sons.
- Zimmerman, B. J. (2000). Attaining self-regulation: A social cognitive perspective. Dalam M. Boekaerts, P. R. Pintrich, & M. Zeidner (Eds.), *Handbook of self-regulation* (hlm. 13–39). Academic Press.