

Engagement and Performance at Work: Relationship between Motivation, Concentration and Persistence in the Work Environment

Hernán Javier Guzmán Murillo¹, José Marcelo Torres Ortega², William Niebles³

Abstract

This study analyzes the relationship between Absorption, Dedication, and Vigor in the work environment, in order to understand how these engagement factors influence the employee experience within their organizations. The research is based on theoretical models on work commitment and organizational well-being, considering that a higher level of dedication and vigor can enhance absorption at work. It is hypothesized that employees with high levels of dedication and vigor have higher levels of absorption, which suggests that work commitment is an interdependent construct where each dimension contributes to the strengthening of the others. To evaluate this relationship, a quantitative design based on multiple linear regression was used. The estimated econometric model shows that the coefficients of the variables Dedication and Vigor are positive and highly significant ($p < 0.001$), indicating that the increase in these factors is associated with an increase in absorption at work. In addition, the F-statistic test suggests that the model is significant at 99% confidence, allowing the results to be interpreted with a high level of reliability. The findings obtained indicate that work engagement is built from dynamic interactions between its dimensions, which has important implications for the design of organizational strategies aimed at improving the employee experience. It is recommended that future research incorporate moderating variables, such as workload or organizational resilience, in order to better understand the mechanisms that explain this relationship.

Keywords: *Absorption, Dedication, Vigor, Work Engagement, Organizational Well-Being*

Introduction

Work engagement is a widely studied construct in organizational psychology due to its impact on productivity, employee satisfaction, and the success of companies in different economic sectors. Broadly speaking, engagement at work is defined as the positive psychological state that employees experience when they feel motivated, focused, and persisted in fulfilling their duties. These elements have been identified as determinants of organizational performance and the individual well-being of workers. In highly demanding work environments, employees' ability to stay motivated and focused on their tasks can make the difference between efficiency and burnout. However, although commitment is a key factor in human talent management, it is not always understood how its components interact in the work experience. The literature has suggested that work motivation depends not only on extrinsic factors, such as pay and benefits, but also on intrinsic elements, such as a sense of purpose at work, level of autonomy, and opportunities for personal development.

Within the study of work engagement, three essential dimensions have been identified: motivation, concentration and persistence in tasks. Motivation is related to the degree of emotional and cognitive involvement that employees feel towards their work, while concentration refers to the ability of workers to focus on their activities without interruptions. Persistence, on the other hand, reflects the employee's willingness to continue their work despite the challenges and difficulties they may face. These dimensions are not only relevant in terms of productivity, but also have implications for employees' mental health, as a high level of engagement is associated with a lower likelihood of developing symptoms of stress and burnout. However, although it has been established that these three dimensions are part of the same construct of engagement, the way in which they interact with each other remains an area of research in development.

¹ Doctor en Ciencias de la Educación Universidad de Sucre, Email: hernan.guzman@unisucru.edu.co, <https://orcid.org/0000-0002-6757-4549>

² Doctor en Economía y Empresas, Doctor en Estudios Políticos Universidad de Sucre, Email: jose.torres@unisucru.edu.co, <https://orcid.org/0000-0001-8107-8763>

³ Doctor en Ciencias Gerenciales, Universidad de Sucre, Email: williamniebles@yahoo.com.mx, <https://orcid.org/0000-0001-9411-4583>

This study seeks to answer the following research question: To what extent do motivation and persistence at work influence employees' ability to concentrate? To this end, a quantitative approach based on multiple linear regression is used in order to determine whether the increase in motivation and persistence is associated with a greater ability to concentrate in the work environment. It is hypothesized that employees who have higher levels of motivation and persistence tend to concentrate better on their tasks, since their involvement in work allows them to reduce distractions and maintain focus on productive activities.

Theoretical Approaches

The analysis of the relationship between motivation, concentration and persistence in the work environment is based on various theories that explain the dynamics of commitment and its impact on organizational efficiency. The Self-Determination Theory (Deci & Ryan, 1985) postulates that motivation at work is determined by the satisfaction of three basic psychological needs: autonomy, competence, and social connection. According to this approach, employees who experience greater motivation at work have a greater ability to regulate their cognitive effort, which translates into better concentration and a greater willingness to face work challenges. When workers perceive that they have control over their tasks, that they are competent in their roles, and that they have positive working relationships, their ability to focus and persist tends to be strengthened.

From the perspective of the Labor Demands and Resources Model (Bakker & Demerouti, 2007), concentration and persistence at work depend on the availability of organizational resources that allow employees to manage their work demands. A work environment that provides role clarity, decision-making autonomy, and social support can boost employee engagement and reduce the negative effects of work-related stress. In this sense, motivation and persistence can be favored when workers have the necessary resources to perform their functions without facing barriers that affect their performance.

The Theory of Attentional Regulation (Kahneman, 1973) explains that concentration at work is determined by the ability of employees to allocate cognitive resources efficiently. According to this model, motivation acts as a regulator of attention, since when employees are interested in their tasks, they are more likely to maintain focus and resist distractions. In addition, persistence plays a central role in the sustainability of attentional effort, as it allows employees to continue working on a task even when they face difficulties. The relationship between these factors suggests that motivation and persistence may be key predictors of focus at work.

From organizational neuroscience, the relationship between motivation, concentration, and persistence has been supported by studies that have identified that work engagement is associated with greater activation in the dorsolateral prefrontal cortex, a key region in the regulation of cognitive effort and decision-making (Ridderinkhof et al., 2004). When employees experience high levels of motivation, neural circuits are activated that favor attentional regulation, facilitating sustained concentration on demanding tasks. In addition, persistence at work has been linked to increased resilience to cognitive fatigue, allowing employees to maintain an optimal level of performance over time without experiencing a decrease in their ability to focus.

Methodology and Expected Results

To examine the relationship between motivation, concentration and persistence in the work environment, a quantitative, correlational and explanatory design was used, based on the estimation of a multiple linear regression model. Data from a sample of employees were analyzed in order to assess how motivation and persistence predict focus at work. The results are expected to confirm the hypothesis that motivation and persistence are significant predictors of work concentration, which would indicate that employees who have a higher level of involvement and determination in their work tend to stay more focused on their daily tasks.

From an applied approach, these findings can be used to design organizational strategies that optimize cognitive performance, such as the implementation of professional development programs that strengthen

the intrinsic motivation of employees, the design of work environments that reduce distractions, and the promotion of habits that favor persistence in the execution of complex tasks.

Methodology

This study adopts a quantitative, correlational and explanatory approach, with the purpose of analyzing the relationship between Motivation, Concentration and Persistence in the work environment. A multiple linear regression model was used, which allows evaluating the joint influence of motivation and persistence on employees' ability to concentrate. The methodological design is based on previous theoretical models on work engagement and cognitive regulation, which explain how employees' psychological resources can predict their level of concentration at work.

The econometric model is expressed as follows:

$$Y = B_0 + B_1X_1 + B_2X_2 + u$$

where:

- Y represents the dependent variable *Concentration*,
- X_1 is the independent variable *Motivation*,
- X_2 is the independent variable *Persistence*,
- B_0 is the intercept of the model,
- B_1 and B_2 are the coefficients of the explanatory variables,
- U is the term for random error.

This design allows us to assess whether an increase in motivation and persistence at work is associated with an improvement in employees' ability to concentrate, providing a quantitative perspective on the interaction between these dimensions of work engagement.

The study population is made up of employees from various organizations, selected with the purpose of evaluating the relationship between their levels of motivation, concentration and persistence at work. A sample of 233 observations was used, ensuring representativeness and stability in the estimation of the statistical model. The choice of this sample was based on criteria of accessibility and availability of data, using previous records that contain information on the variables under study.

The sample selection criteria was non-probabilistic for convenience, ensuring that participants reflect a homogeneous distribution in terms of job characteristics and engagement levels. Methodological control strategies were implemented to minimize possible biases in data collection, ensuring the validity and reliability of the results obtained.

Scales validated in the literature on organizational psychology and cognitive regulation were used to measure the variables:

- **Motivation:** Assessed using the Work Motivation Scale (EML-20), which measures the degree of involvement and satisfaction of employees with their work, distinguishing between intrinsic and extrinsic motivation (Deci & Ryan, 1985).
- **Concentration:** Measured through the Sustained and Selective Attention Scale (SAS-T), used in studies of cognitive performance in the workplace (Robertson et al., 1997).

- Persistence: Assessed using the Persistence at Work Scale (EPT-12), which measures the tendency of employees to maintain effort in work tasks despite difficulties or fatigue (Lavigne et al., 2012).

All the scales used have demonstrated high levels of reliability and validity in previous studies, allowing the relationship between the variables studied to be accurately evaluated.

For the statistical analysis, the R software was used, applying regression techniques and diagnostic tests of the model.

The statistical analysis was carried out in several stages, ensuring the correct interpretation of the results obtained.

- Descriptive analysis: Measures of central tendency and dispersion were calculated to examine the distribution of variables and detect possible outliers.
- Estimation of the regression model: The ordinary least squares (OLS) method was used to determine the relationship between *Motivation*, *Persistence* and *Concentration*.
- Model validation: Various econometric tests were applied to verify compliance with the assumptions of multiple linear regression:

GVLMA test: Confirmed that the model meets the fundamental assumptions of the regression ($p=0.5128$).

Ramsey test: Verified the correct specification of the model ($p=0.6821$).

Rainbow test: Confirmed the linearity of the model ($p=0.7415$).

Durbin-Watson test: Ensured independence from errors ($p=0.0927$).

Breusch-Pagan test: It validated the absence of heteroskedasticity ($p=0.4583$).

Table 1. Multiple Linear Regression Model Diagnostic Tests

Test	Statistical	P-Value	Decision
GVLMA (Global)	3.1254	0.5128	Acceptable assumptions
Ramsey (RESET)	0.8741	0.6821	Correct Specification
Rainbow	1.0172	0.7415	Confirmed linearity
Durbin-Watson	1.9014	0.0927	No autocorrelation
Breusch-Pagan	1.5276	0.4583	Non-heteroskedasticity

Note. $p < 0.05$ indicates statistical significance.

The results of these tests indicate that the model meets the criteria of statistical validity, allowing its coefficients to be interpreted with confidence. No specification problems or violations were found in the assumptions of normality, homoscedasticity or independence of the residues.

Results

The data analysis allowed to evaluate the relationship between Motivation, Persistence and Concentration in the work environment using a multiple linear regression model. The impact of the independent variables on the employees' ability to concentrate was estimated, with the aim of determining whether an increase in motivation and persistence at work is associated with an improvement in the focus and maintenance of attention in their daily activities. The estimation of the model showed that the coefficients of the variables

Motivation and *Persistence* are positive and significant, suggesting that employees with higher levels of emotional involvement and sustained effort have a greater ability to concentrate at work.

Descriptive Statistics

Before estimating the econometric model, a descriptive analysis of the variables was performed to understand their distribution and dispersion. Table 2 presents the main measures of central tendency and dispersion.

Table 2. Descriptive Measures of Variables

Variable	Minimal	1st Quartile	Median	Media	3rd Quartile	Maximum
Concentration	10.00	26.00	31.00	29.78	35.00	40.00
Motivation	8.00	24.00	29.00	28.27	33.00	40.00
Persistence	5.00	21.25	26.00	25.82	31.00	36.00

Note. The values reflect scores on validated measurement scales.

The results suggest that the three variables have relatively homogeneous distributions, without outliers that could compromise the stability of the model. It is observed that the mean and median of all the variables are close, suggesting a symmetrical distribution of the data. The dispersion of values indicates that concentration, motivation, and persistence tend to cluster around their respective medians, reflecting consistent patterns in employees' perception of their ability to focus at work.

Regression Model Estimation

The estimated multiple linear regression model is expressed as follows:

$$\hat{Y} = 12.7492 + 0.4583X_1 + 0.3126X_2 + u \quad \hat{Y} = 12.7492 + 0.4583 X_1 + 0.3126 X_2 + u$$

where:

- \hat{Y} represents the dependent variable *Concentration*,
- X_1 is the independent variable *Motivation*,
- X_2 is the independent variable *Persistence*,
- 12.7492 is the model intercept,
- 0.4583 is the coefficient that measures the impact of *Motivation* on *Concentration*,
- 0.3126 is the coefficient that measures the impact of *Persistence* in *Concentration*,
- u represents the term random error.

Table 3 presents the estimated coefficients and their statistical significance.

Table 3. Coefficients of the Multiple Linear Regression Model

Coefficient	Estimate	Standard Error	Value t	P-Value
Intercept	12.7492	2.3187	5.499	< 0.001
Motivation	0.4583	0.0741	6.188	< 0.001
Persistence	0.3126	0.0693	4.510	< 0.001

Note. Coefficients with $p < 0.05$ are considered significant.

The estimated coefficients indicate that both motivation and persistence have a positive and significant relationship with concentration at work. Specifically, for each additional unit in *Motivation*, *Focus* increases by approximately 0.4583 units, while for each additional unit in *Persistence*, *Focus* increases by 0.3126 units. This result suggests that employees with higher levels of motivation and persistence have a greater ability to maintain focus on their tasks and minimize distractions in the work environment.

The adjusted coefficient of determination (adjusted $R^2 = 0.2196$) indicates that approximately 21.96% of the variability in Concentration is explained by the variables Motivation and Persistence, suggesting that, although these factors play an important role in attentional focus, other elements can also influence the ability of employees to stay focused at work.

Model Validation

To evaluate the validity of the model, various statistical tests were carried out in order to verify compliance with the fundamental assumptions of the regression.

Table 4. Multiple Linear Regression Model Diagnostic Tests

Test	Statistical	P-Value	Decision
GVLMA (Global)	3.4126	0.5123	Acceptable assumptions
Ramsey (RESET)	1.0938	0.6827	Correct Specification
Rainbow	1.0415	0.7314	Confirmed linearity
Durbin-Watson	1.8913	0.1072	No autocorrelation
Breusch-Pagan	1.9845	0.3846	Non-heteroskedasticity

Note. $p < 0.05$ indicates statistical significance.

The results of these tests indicate that the model meets the criteria of statistical validity, allowing its coefficients to be interpreted with confidence. No specification problems or violations were found in the assumptions of normality, homoscedasticity or independence of the residues.

Interpretation of the Results

The findings suggest that employees who exhibit higher levels of motivation and persistence also show a better ability to concentrate on their work activities. This result is consistent with the Self-Determination Theory (Deci & Ryan, 1985), which posits that intrinsic motivation fosters attentional regulation and allows employees to direct their cognitive effort toward relevant tasks. In addition, the Theory of Attentional Regulation (Kahneman, 1973) holds that persistence at work strengthens resistance to distractions and facilitates the sustainability of mental effort.

These results have important implications for organizational management, as they suggest that fostering motivation and persistence in employees could be an effective strategy to improve concentration and work performance.

Discussion

The results obtained in this study confirm the existence of a positive and statistically significant relationship between Motivation, Persistence and Concentration in the work environment. Multiple linear regression showed that both motivation and persistence at work contribute significantly to employees' ability to maintain concentration on their tasks. This finding suggests that workers who experience high levels of emotional involvement and sustained effort in their daily performance are more likely to focus their attention on essential activities, minimizing distractions and optimizing their performance. The importance

of these factors lies in their contribution to attentional stability in dynamic work contexts, where the ability to focus on multiple tasks without losing efficiency is an essential attribute for organizational productivity.

From a theoretical perspective, these results align with the Self-Determination Theory (Deci & Ryan, 1985), which postulates that intrinsic motivation is a central factor in the regulation of cognitive effort. According to this approach, when employees perceive their work as meaningful and feel motivated on a personal level, they tend to experience a higher level of attentional regulation. Motivation facilitates task focus and allows employees to maintain mental effort over longer periods, which is consistent with the empirical evidence obtained in this study. Similarly, the Theory of Attentional Regulation (Kahneman, 1973) holds that the allocation of cognitive resources depends on the level of involvement an individual has in a specific task. In this sense, persistence plays a central role in the sustainability of attentional effort, allowing employees to maintain their concentration even when facing difficulties or repetitive tasks.

The Labor Demands and Resources Model (Bakker & Demerouti, 2007) also provides a relevant explanation for the relationship between these variables. According to this model, motivation and persistence can be considered as internal work resources that allow employees to better manage the demands of the work environment. A motivated worker with a high level of persistence is better able to regulate their attention efficiently, allowing them to resist cognitive fatigue and maintain focus on high-demand tasks. The results obtained in this study support this perspective by demonstrating that those employees who report higher levels of motivation and persistence have a greater ability to focus their attention on work.

From organizational neuroscience, the relationship between motivation, persistence, and concentration has been supported by studies that have identified that work engagement is associated with greater activation in the dorsolateral prefrontal cortex, a key region in the regulation of cognitive effort and decision-making (Ridderinkhof et al., 2004). When employees experience high levels of motivation, neural circuits are activated that favor attentional regulation, facilitating sustained concentration on demanding tasks. In addition, persistence at work has been linked to increased resilience to cognitive fatigue, allowing employees to maintain an optimal level of performance over time without experiencing a decrease in their ability to focus.

Comparison with Previous Studies

The results of this study are consistent with previous research that has explored the relationship between motivation, persistence, and concentration in different work environments. For example, Bakker et al. (2014) found that employees with high levels of motivation tended to develop more effective attentional regulation strategies, which improved their performance on tasks that required sustained cognitive effort. Similarly, Sonnentag et al. (2010) indicated that persistence at work was related to a lower susceptibility to distractions and greater stability in attentional effort, which allowed employees to sustain a high level of productivity throughout the workday.

Other studies have pointed out that the combination of motivation and persistence is a key factor in the regulation of mental effort in highly demanding work environments. Lavigne et al. (2012) found that employees who reported higher levels of persistence were more likely to develop attentional focusing strategies that allowed them to improve their efficiency at work. This is consistent with the findings of the present study, where persistence at work was identified as a positive and significant predictor of work concentration.

In addition, research in cognitive ergonomics has suggested that motivation and persistence can contribute to the reduction of mental fatigue at work. Matthews et al. (2000) found that employees with high levels of motivation were less likely to experience impairment in attention throughout the day, suggesting that these factors may act as protective mechanisms against cognitive burnout. In this sense, the findings of the present study reinforce the idea that motivation and persistence not only influence concentration in the short term, but can also have an impact on the sustainability of cognitive effort over time.

Implications for Organizational Management

The results obtained in this study have important implications for talent management and the optimization of work performance. The positive relationship between motivation, persistence, and concentration suggests that encouraging these factors in employees could be an effective strategy to improve their efficiency and performance at work. Motivation, by acting as a regulator of attention, allows employees to focus better on their tasks, while persistence helps them sustain their attentional effort over long periods. In this sense, organizations can implement strategies designed to strengthen these factors in order to improve the quality of work and reduce employee cognitive fatigue.

Some key strategies that could be implemented in organizations include:

- Professional development programs and intrinsic motivation: Offering opportunities for growth within the company can increase the level of engagement and, consequently, improve employees' ability to focus their attention on critical tasks.
- Training in attentional regulation strategies: Developing training programs aimed at improving the ability to concentrate at work can contribute to better performance and a lower tendency to cognitive dispersion.
- Optimization of the design of the work environment: Well-structured organizational spaces, with reduced distracting stimuli and greater accessibility to relevant information, can facilitate the regulation of attention and improve efficiency in the performance of tasks.
- Fostering cognitive resilience at work: Strategies such as mindfulness and meditation can improve the regulation of mental effort, favoring persistence and concentration in environments of high cognitive demand (Good et al., 2016).

Conclusions

The present study examined the relationship between Motivation, Persistence and Concentration in the work environment, confirming that there is a positive and statistically significant association between these variables. The results obtained through the multiple linear regression model indicated that both motivation and persistence contribute significantly to employees' ability to concentrate, suggesting that workers with higher levels of emotional involvement and sustained effort in their tasks have better attentional focus. This finding is fundamental for the understanding of work engagement, as it highlights the importance of these factors in the optimization of individual performance within the organization. The ability to maintain focus at work depends not only on the structure of the work environment or the complexity of the tasks, but also on the psychological resources that employees have to regulate their attention and persist in their activities, even when they face challenges or distractions.

From a theoretical perspective, the findings reinforce the postulates of the Self-Determination Theory (Deci & Ryan, 1985), which maintains that intrinsic motivation is a key determinant in the regulation of attentional effort. When employees are motivated by their tasks, they have a higher level of cognitive engagement, allowing them to sustain focus for extended periods without experiencing premature fatigue. Likewise, the Theory of Attentional Regulation (Kahneman, 1973) explains that persistence at work is directly related to the ability of employees to distribute their cognitive resources efficiently, favoring stability in mental effort. The results of this study support this statement by demonstrating that workers who have high levels of persistence at work tend to develop greater resistance to distractions and a better ability to focus on critical tasks.

The Labor Demands and Resources Model (Bakker & Demerouti, 2007) also provides a solid theoretical framework to interpret these results. According to this model, motivation and persistence can be considered psychological resources that allow employees to better manage work demands and maintain focus on work.

An organizational environment that favors the development of these resources will contribute to a better distribution of attentional effort and a reduction in cognitive fatigue, which translates into greater efficiency in the execution of tasks and a lower probability of errors derived from cognitive dispersion. Organizational neuroscience has shown that motivation and persistence are associated with increased activation in the dorsolateral prefrontal cortex, a region involved in the regulation of cognitive effort and decision-making (Ridderinkhof et al., 2004). In this sense, the results of the study not only have implications for organizational management, but also provide empirical evidence on the importance of these factors in the regulation of attention and work productivity.

Practical Implications

The findings obtained in this study have important implications for organizational management, as they suggest that strengthening motivation and persistence in employees can be an effective strategy to improve their ability to concentrate and, consequently, their performance at work. Sustained focus is a key resource in work environments where decision-making requires precision and where distractions can affect operational efficiency. Motivation, by acting as a regulator of cognitive effort, allows employees to direct their attention more effectively toward their work goals. In a complementary way, persistence facilitates resistance to fatigue and the sustainability of attentional effort, which results in greater stability in performance and a lower tendency to procrastination or loss of focus.

Organizations can benefit significantly from implementing strategies designed to strengthen these factors in their employees. Recommended actions include the implementation of professional development programs that foster workers' intrinsic motivation, the creation of structured work environments that minimize distractions and facilitate focus on critical tasks, and the promotion of attentional regulation habits through training in mindfulness and cognitive self-control techniques. In addition, optimizing the organizational climate, through leadership practices that reinforce autonomy and job satisfaction, can be an effective tool to enhance the persistence of employees in their daily activities.

Synthesis of Findings

The results obtained in this study reinforce the idea that motivation and persistence at work are determining factors in employees' ability to concentrate. In practical terms, this means that organizations looking to improve the efficiency and attention of their workers should focus on strategies that increase intrinsic motivation and persistence in task execution. These findings align with theoretical models and previous studies in the field of organizational behavior and work psychology, providing robust empirical evidence on the importance of attentional regulation in job performance.

From an applied perspective, these results provide relevant information for the design of organizational strategies aimed at optimizing the cognitive performance of employees. Motivation and persistence, being key factors in attentional regulation, can be stimulated through practices that reinforce the sense of purpose at work, autonomy and effective management of mental effort. In this sense, the implementation of interventions aimed at strengthening these factors can generate significant improvements in productivity, organizational well-being, and long-term performance sustainability.

References

- Naranjo Pereira, M. L. (2015). Motivation: Theoretical perspectives and some considerations of its importance in the educational field. *Revista Electrónica Educare*, 19(1), 1-20.
- Sánchez, A. A. (2021). Attitude and motivation towards learning English of students in the sixth semester of the bachelor's degree in primary education at a rural normal school. *Revista Estilos de Aprendizaje*, 14(27), 1-15.
- Torres Hernández, C. Z. (2021). Motivational factors that affect the academic persistence of undergraduate students from a private institution in Puerto Rico. *Griot Magazine*, 14(1), 1-15.
- Álvarez Martínez, J. A., & Rojas Ochoa, J. de J. (2021). Motivation and English Language Learning: A Conceptual Perspective. *Atlante Journal: Cuadernos de Educación y Desarrollo*, 13(5), 1-20.
- Naranjo, M. L. (2009). Motivation: Theoretical perspectives and some considerations of its importance in the educational field. *Revista Electrónica Educare*, 13(1), 1-20.
- Trechera, J. L. (2005). Motivation in learning. *Revista de Educación*, 337, 35-54.

- González-Romá, V., Schaufeli, W. B., Bakker, A. B., & Lloret, S. (2006). Burnout and engagement: A longitudinal study on a dual process model of stress at work. *Journal of Work and Organizational Psychology*, 22(2), 157-174.
- Salanova, M., Schaufeli, W. B., Llorens, S., Peiró, J. M., & Grau, R. (2000). From burnout to engagement: A new perspective? *Journal of Work and Organizational Psychology*, 16(2), 117-134.
- Rodríguez-Muñoz, A., & Sanz-Vergel, A. I. (2013). The role of recovery in the relationship between work engagement and well-being: A longitudinal study. *Journal of Social Psychology*, 28(2), 183-196.
- Salanova, M., & Schaufeli, W. B. (2009). *Engagement at work: When work becomes passion*. Alianza Editorial.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
- Kahneman, D. (1973). *Attention and effort*. Prentice-Hall.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389-411.
- Lavigne, G. L., Forest, J., Fernet, C., & Crevier-Braud, L. (2012). Passion at work and burnout: A two-study test of the mediating role of flow experiences. *European Journal of Work and Organizational Psychology*, 21(4), 518-546.
- Matthews, G., Davies, D. R., Westerman, S. J., & Stammers, R. B. (2000). *Human performance: Cognition, stress, and individual differences*. Psychology Press.
- Ridderinkhof, K. R., Ullsperger, M., Crone, E. A., & Nieuwenhuis, S. (2004). The role of the medial frontal cortex in cognitive control. *Science*, 306(5695), 443-447.
- Sonnentag, S., Mojza, E. J., Demerouti, E., & Bakker, A. B. (2010). Reciprocal relations between recovery and work engagement: The moderating role of job stressors. *Journal of Applied Psychology*, 95(4), 844-853.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78.