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ALIGNING PERFORMANCE WITH RESULTS: UNDERSTANDING FIRM PERFORMANCE INFLUENCE SENIOR MANAGEMENT BENEFITS IN CHINESE SMES WITH EMPLOYEE ENGAGEMENT AS A MODERATOR

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ABSTRACT

Defining performance and engage it with outcome has been a challenging aspect in SMEs in China especially during the instability periods. What could be the best practice can be employed to achieve this? This study aimed to investigate whether company performance influences senior management's individual benefit under unstable circumstance, as well as whether employee engagement acts as a moderator in this relationship. In relation to this, the expectancy theory of motivation serves as the theoretical foundation for this study. This study utilized an online survey with structured questionnaires targeting the owners and general managers of SMEs in China's three provinces. Covariance-based structural equation modeling (CB-SEM) was used to analyze 337 qualified data by the SmartPLS software. Meanwhile, findings indicate that company performance significantly and positively impacts senior management's individual benefit, and also reveal that employee engagement significantly and positively moderates this relationship. In addition, it showed that the predominant portion of senior management's individual benefits was contingent upon company performance. Based on the results, it suggests that company could synchronize its some objectives with the individual benefits of senior management, especially in difficult time. This approach can serve as an effective cost-reduction and risk distribution strategies for a company. At the same time, this study also reflects the motivational assumptions of expectancy theory, that is, when employees believe their efforts towards organisational goals will fulfil their valuable personal objectives; their commitment to achieving the company's priorities will increase, ultimately enhancing overall company performance.

KEYWORDS: Firm Performance, Employee Engagement, Small Medium Enterprise (SMEs), Expectancy Theory, Individual Benefit, Senior Management, Structural Equation Modeling (SEM), SmartPLS.

1. INTRODUCTION

Recent years have seen many companies' performance, employee benefits, and engagement adversely affected by unstable and detrimental business conditions, due to COVID-19 and regional conflicts. For instance, companies' revenues were significantly affected by the pandemic, necessitating funds for survival and long-term sustainability (Madray, 2020). Chinese listed companies experienced significant declines in operating incomes as a result of the COVID-19 pandemic (Zhang and Zheng, 2022). The outbreak of conflict and war crises may adversely affect businesses and exacerbate inflation (Prohorovs, 2022), due to social repercussions extending beyond combat zones (Korovkin and Makarin, 2023). During crises and recessions, employee benefits (such as pay) may be reduced, which adversely affect employees (Galanaki, 2020; Bapuji et al., 2020). For example, low wages exacerbated employee stress during COVID-19 (Woods et al., 2023); the COVID-19 pandemic diminished employee engagement levels (Andrlić et al., 2023); employee engagement is negatively correlated with crises (Fragouli, 2022).

The individual benefit derived from a company is essential for employee, including senior management. There would be adverse impacts caused when an individual benefit offering is interrupted or damaged suddenly. Employee benefits provided by the company may influence various interconnected facets within the organization. Individual satisfaction with benefits is an effective method for attracting and retaining employees, as appropriate compensation and benefit packages can enhance employee retention (Giannakis et al., 2025). An individual's perception of rewards and recognition profoundly influenced employee engagement (Liu et al., 2022). Meanwhile, the remuneration of employees profoundly influences their performance (Sitopu et al., 2021; Persada and Nabella, 2023). Compensation and benefits can cultivate employee loyalty within a company (Carr, 2025). To effectively predict employee engagement, the most significant method is through managing employee rewards (Alam et al., 2023). A hybrid reward system encompassing monetary and non-monetary benefits, distinct from conventional monetary rewards, serves as an effective incentive for employees (Morrell and Abston, 2018). The expectancy theory is effective in motivating employees (Fang, 2023). The study of Fang (2023) showed that employees' work is influenced by their expectations, and that individual benefit rewards are essential for motivation because employees anticipate being rewarded.

As per the expectancy theory, when an employee believes that no matter how much performance they make for company lead to no change in their reward, so that the effort he/she spends on his/her work will become low. Attracting and retaining senior management through effective rewards is crucial due to their significance to a company. Senior management turnover to a competing company would be detrimental to the organization. A company that offers superior employee benefits is likely to achieve enhanced performance (Boudreaux, 2021). The sensitivity of executive remuneration to corporate performance is high in cross-listed Chinese companies (Cui et al., 2021). The benefits accrued by senior management from the company can forecast organizational performance (Giannakis et al., 2025). Companies can derive substantial advantages when employees' individual benefits are fulfilled; conversely, they may experience significant adverse effects if these benefits are compromised. Moreover, it has been identified that salary reductions diminish employee effort (Lee and Rupp, 2007); alterations in compensation influence employee turnover (Conroy et al., 2022). Research of Fang (2023), applying expectancy theory analysis, showed that intrinsic factors (such as appreciation and position promotion) are more influential than extrinsic factors (such as salary and remuneration) in motivating employees. An employee's individual benefit change may lead to an undesirable decrease in employee engagement and an undesirable impact on the company's performance eventually. Under unstable circumstances, it may be more beneficial for the company to make effective strategies according to the useful intrinsic motivating factors (individual benefits) of senior management to stimulate their passion for work and also save the company's costs.

Research on employee engagement has gained significant importance in recent decades and remains a pertinent topic today. Employee engagement is regarded as a crucial component of business success (Gupta and Sharma, 2016; Clack, 2021; Khair et al., 2024; Koeswayo et al., 2024). Practitioners utilize employee engagement as a strategic instrument within organizations to gain a competitive advantage. Employee engagement is influenced by multiple factors, including communication, work-life balance, and leadership (Bedarkar and Pandita, 2014; Katili et al., 2021); team and co-worker relationships, and the working environment (Anitha, 2014); competence and employee placement (Meswantri and Ilyas, 2018);

employer attractiveness (Nguyen and Nguyen, 2023); corporate governance, internal control, and corporate reputation (Koeswayo et al., 2024); leader-member exchange and perceived organizational support (Khair et al., 2024); and human capital investment strategies (Davis et al., 2024). Consequently, employee engagement can influence various facets of the company. Research has shown that employee engagement significantly influences employee performance (Fidyah and Setiawati, 2020; Rohman et al., 2021; Sendawula et al., 2018; Sungmala and Verawat, 2021; Supriyanto et al., 2021; Susanto et al., 2023); as well as impacts company productivity, profitability, customer loyalty, and employee retention (Markos and Sridevi, 2010); and impacts overall organizational performance (Liu et al., 2022). Employee engagement can act as the mediator or moderator in numerous studies. According to the expectancy theory analyses, the research conducted by Supatn and Puapradit (2019) showed that employee engagement was significantly impacted by the expectancy, extrinsic instrumentality, and intrinsic valence. Through applying the knowledge of expectancy theory, companies can foster and increase employee engagement, adjust incentive systems, and stimulate employee motivation (Li, 2024). It is imperative for the company to implement effective strategies to enhance and elevate employee engagement, particularly during unstable and challenging periods.

Investigation based on extensive literature review, it was evident that numerous studies have examined the relationship between individual benefit and company performance. Many studies have shown that the individual benefits of senior management are correlated with company performance. For example, the research conducted by (Bhuyan et al., 2022) identified that company performance significantly determined the compensation of senior executives in the insurance industry. On the other side, there are research shows otherwise that there were no correlations between these two constructs. For example, the study of (Duffhues and Kabir, 2008) identified that company performances did not determine senior management pays in Dutch listed companies. The study by (Chen and Hassan, 2022) also revealed a lack of significant correlation between senior executive pay and company performance. Meanwhile, there is a scarcity of research directly investigating the inverse relationship, which is the relationship between company performance and individual benefit. It is crucial to know what kind of impact company performance has on senior management's individual benefit, especially under unstable situations. Subsequently, the company can develop effective strategies to motivate senior management appropriately, particularly in unstable circumstances. This research exclusively examines the specific relationship between company performance and the individual benefit of senior management. Meanwhile, there is limited research examining the moderating effect of employee engagement between this relationship, which is between company performance and the individual benefit of senior management. This study also exclusively examines the moderating role of employee engagement in this relationship.

Company performance, individual benefit, and employee engagement have all been impacted in recent years due to unstable business conditions, and changes in these three factors may have negative consequences while these factors interact. Under such circumstance, it is crucial to understand how a company can reduce the adverse impact or distribute risk among its employees and motivate employees effectively during challenging period.

This study highlights primary research problem on type of impact company performance will have on the individual benefit of senior management and whether employee engagement will interfere with this impact. This study would answer questions about the type of relationship between company performance and individual benefit of senior management, as well as whether employee engagement plays a moderating role between company performance and individual benefit of senior management. The research objectives of this study are to determine how company performance impacts the individual benefit of senior management; and to determine how employee engagement moderates the relationship between company performance and individual benefit of senior management.

This study contributes to the existing literature by bridging the relevant research gaps: by identifying whether company performance significantly impacts the individual benefit of senior management; by determining whether employee engagement significantly moderates the relationship between company performance and senior management's individual benefit. It is important for SMEs' practitioners to identify beneficial solutions to motivate senior management effectively, especially under unstable circumstances. This study suggests that companies can use the strategy of promoting employee engagement to motivate senior management, particularly when company performance is negatively affected, in order to share some risk with employees during challenging periods.

To achieve these goals, this study is organized as follows: The sections that follow the introduction section include a literature review, research methodology, data analysis results, and discussion.

2. LITERATURE REVIEW

2.1. *Expectancy Theory*

Vroom's expectancy theory, developed in 1964, is widely regarded as a valuable explanation of human behavior, particularly in the workplace. It is specifically designed to explain the relationships between motivation, performance, outcomes, and rewards (Quick, 1988). A person acts based on the expectation that the behavior will produce an outcome and the value associated with that outcome (Vela et al., 2024). To simplify, it gives people the impression that their efforts are valued and appropriately compensated when they meet the expected standards. Expectancy theory plays an important role in a company’s management process (Li, 2024). This theory has been widely used in many research studies to identify a variety of related phenomena. For example, Hanscom (2020) demonstrated that the expectancy theory can be used to explain how safety motivation influences various types of safety performance in businesses. Similarly, Pembi (2019) used expectancy theory to show that incentives improved employee performance at a Nigerian plastics company. Furthermore, this theory is applied in broader contexts; for example, Chopra (2019) used this theory to determine the motivation of young consumers in using AI tools to help them make purchasing decisions in India's retail industry. Joshi (2023), based on the knowledge of the expectancy theory, confirmed that manufacturers' incentives actions towards suppliers have an impact on their performance through certain mediators.

Expectancy theory incorporates both intrinsic motivation and extrinsic rewards; individual benefit gain from the company is one type of valence of expected outcomes (Vroom et al., 2015). Expectancy, extrinsic instrumentality, and intrinsic valence all have a significant impact on employee engagement, according to the expectancy theory (Supatn and Puapradit, 2019). Li (2024) also discovered that using the expectancy theory can help companies better stimulate employee motivation and foster employee engagement. Senior management's task autonomy can be high under the effective benefit offered method, resulting in performance improvements (Kim, 2024). This simply reflects the point of expectancy theory, which states that people believe that the events in their lives are largely under their control (Vroom et al., 2015). Using expectancy theory, businesses can maximize the value of their employees' work and foster the belief that they can achieve success and reap the benefits. This study employs expectancy theory as a theoretical foundation to investigate how company performance affects the individual benefit of senior management, as well as how employee engagement moderates the relationship between company performance and the individual benefit of senior management in Chinese SMEs in the post-COVID-19 period.

2.2. *Hypothesis Development*

In previous studies, company performance was commonly used as a dependent variable influenced by a variety of variables, with the exception of studies conducted by (Alfadhl and Alabdullah, 2016), in which company performance was used as moderator. Company performance can be positively impacted by work discretion and job clarity (Ahmed et al., 2017), digital capabilities through technological capabilities (Heredia et al., 2022), and employee engagement (Zhu et al., 2023), among other factors. Individual benefits provided by a company are critical for all employees, and they serve as valuable and appealing strategic policies for businesses seeking to attract and retain employees. The types of benefits that employees receive from their employers constitute reward, which includes both monetary and non-monetary benefits (Reddy, 2020).

The relationship between employee benefits and company performance has been shown in numerous studies to be positive and significant. According to (Werner and Balkin, 2021), strategic employee benefits can help businesses gain a competitive advantage. Employee benefits are crucial for motivating employees to perform at their best, ultimately benefiting the company's performance (Stalmašeková et al., 2017). Compensation and rewards systems link employee retention to the implementation of effective human resource management practices (Hassan, 2022). Employee benefits, including rewards and compensation, have a significant impact on company performance (Lin et al., 2014). Ji and Chang (2016) also discovered that employee compensation had a direct relationship with enterprise performance in a Chinese publicly traded company. Meanwhile, as demonstrated by the literature review above, employee's individual benefits have a significant potential impact on a company's performance (Boudreaux, 2021; Liu et al., 2022). Senior management is a company's most talented employees, and their individual benefits have a significant impact on the company's performance. Study of Giannakis et al. (2025) found that the benefits that senior management receives from the company can predict company performance.

Based on the relevant literature review, it was determined that there is a lack of research on the reverse relationship between individual benefit of senior management and company performance, or simply the relationship between company performance and individual benefit of senior management. It is critical to investigate whether company performance influences the individual benefits of senior management. Thus, this study proposes a novel hypothesis below.

Hypothesis 1. Company performance significantly impacts individual benefit of senior management.

Previous research has examined employee engagement as various types of variables (e.g., independent, dependent, and mediation variables). Employee engagement has been shown to have a significant impact on company performance (Budrienė and Diskienė, 2020; De-la-Calle-Durán, and Rodríguez-Sánchez, 2021; Govender et al., 2022; Zhu et al., 2023). While Noercahyo et al. (2021) found that employee engagement has no significant impact on organizational performance. Meanwhile, numerous studies have investigated the moderating role of employee engagement between various variables (Sugiono and Widodo, 2025). For example, it was discovered that employee engagement significantly moderated the relationship between job clarity and business performance (Ahmed et al., 2017); the relationship between organizational cynicism and employee performance (Arslan, 2018); the relationship between motivational factors and job performance (Almawali, 2024), and so on.

Based on the relevant literature review, it is clear that there is a lack of research on how employee engagement serves as a moderator, specifically in the relationship between company performance and individual benefit of senior management. It is important to investigate how employee engagement influences the relationship between company performance and the individual benefit of senior management. As a result, a new different hypothesis is suggested for this study.

Hypothesis 2. Employee engagement significantly moderates the relationship between company performance and individual benefit of senior management.

2.3. *Research Conceptual Framework*

Based on the previous literature review and hypotheses, a research conceptual framework for this study has been developed, as shown in Figure 1. The company performance serves as the independent variable. The individual benefit of senior management serves as the dependent variable. Employee engagement serves as a moderating variable. H1 and H2 in the research framework indicate the relationships between variables based on the relevant hypotheses.

Figure 1: Research Conceptual

3. RESEARCH METHODOLOGY

This study's survey samples are specifically aimed at Chinese small and medium-sized enterprises (SMEs) located in China's three most prominent industrial provinces: Guangdong, Jiangsu, and Shandong. The intended population includes both the companies' owners and general managers. This study collected data via an online survey using a structured questionnaire with a 5-point Likert scale. After screening the collected data, it was discovered that there are a total of 337 useful data, which were analyzed using the structural equation modeling (SEM) conducted with SmartPLS software.

4. DATA ANALYSIS RESULTS

This study employed covariance-based structural equation modeling (CB-SEM) with SmartPLS software for data analysis. Further data analysis primarily consists of assessing the measurement model and the structural model.

4.1. Measurement Model Assessment Result

The measurement model includes confirmatory factor analysis. During data analysis, certain indicators were removed based on the modification indices to improve the HTMT ratios. The factor loading for item EE5 is less than.60, but it is kept because the AVE value of its variable is greater than 0.50. Table 1 displays the remaining factor loadings for each variable. The measurement model's fit indices are CMIN/DF = 1.974, GFI = 0.960, NFI = 0.974, CFI = 0.987, SRMR = 0.035 and RMSEA = 0.054. Table 1 shows all of these values. All of these values satisfy the model fit threshold criteria suggested by (Hair et al., 2010), indicating that the measurement model in this study has a high level of fitness.

Table 1: Factor Loading, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted.

Items	Factor loading	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
Company Performance		0.919	0.919	0.740
CP1	0.872			
CP2	0.868			
CP3	0.840			
CP4	0.861			
Employee Engagement		0.855	0.856	0.606
EE1	0.865			
EE2	0.833			
EE5	0.540			
EE7	0.830			
Individual Benefit of Senior Management		0.887	0.887	0.724
IBSM1	0.854			
IBSM2	0.852			
IBSM3	0.847			
Model-fit indices in measurement model: CMIN/DF = 1.974, GFI = 0.960, NFI = 0.974, CFI = 0.987, SRMR = 0.035 and RMSEA = 0.054.				

Hair et al. (2010) suggested using a cut-off point of 0.70 for composite reliability and Cronbach's alpha to assess construct reliability. The analysis results indicate that the values of Cronbach's alpha and composite reliability for all variables are above 0.80, demonstrating that variables in this study are very good in terms of internal consistency and reliability.
After evaluating the variable's reliability, we assessed its convergent and discriminant validity. To be considered convergent, the average variance extracted (AVE) value must exceed 0.50 (Fornell and Larcker, 1981). All variables in this study have AVE values greater than 0.50, as shown in Table 1. Thus, the measurement in this study meets the criteria for convergent validity. The threshold value for HTMT used to assess discriminant validity is primarily determined by the researcher (Franke and Sarstedt, 2019). The following discriminant validity evaluation requires a limited value of the Heterotrait-Monotrait correlation ratio (HTMT ratio) to be met. The HTMT0.90 threshold (Korporat, 2023; Sipon et al., 2025) was used to assess discriminant validity in this study. The HTMT ratios in this study are almost less than 0.90, except for the ratio between variable company performance (CP) and individual benefit of senior management (IBSM), which exceeded the threshold by 0.064, indicating that the discriminant validity was mostly established between the variables.

4.2. Structural Model Assessment Result

This study looked at the relationship between company performance and individual benefit of senior management, as well as the moderating role of employee engagement in this relationship. The structural model's fit indices are as follows: CMIN/DF = 2.548, GFI = 0.945, NFI = 0.963, CFI = 0.977, SRMR = 0.047 and RMSEA = 0.068. All of these values are also displayed in Table 2. All of these values meet the model fit threshold criteria proposed by Hair et al. (2010), indicating that the structural model in this study has a high level of fitness.

Table 2: Relationship Analysis Result.

Relationship	Path Coefficient	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
H1. CP -> IBSM	0.602	0.120	5.021	0.000	Supported
EE -> IBSM	0.562	0.155	3.634	0.000	-
H2. InterCP xEE -> IBSM	0.140	0.045	3.128	0.001	Supported
Model-fit indices in the structural model: CMIN/DF = 2.548, GFI = 0.945, NFI = 0.963, CFI = 0.977, SRMR = 0.047 and RMSEA= 0.068.					

As shown in Table 2, Hypothesis 1 predicted that company performance has a significant impact on the individual benefit of senior management. The study found a significant positive relationship between company performance and individual benefit of senior management ($\beta = 0.602$, $p = 0.000$), supporting hypothesis 1. When company performance changes, it appears to have a positive effect on senior management's individual benefit.

Hypothesis 2 predicted that employee engagement significantly moderates the relationship between company performance and senior management's individual benefit. The study findings revealed that employee engagement (EE) significantly moderates the relationship between company performance (CP) and individual benefit of senior management (IBSM) ($\beta = 0.140$, $p < 0.001$), supporting hypothesis 2. The Moderator's simple slope analysis was performed to better understand the nature of the moderating effect of employee engagement. As depicted in Figure 2, the slope of the line for high level employee engagement (High EE) is slightly steeper than that of low level employee engagement (Low EE). This demonstrates that at a high level of EE, the impact of company performance (CP) on individual benefits of senior management (IBSM) is slightly stronger than at a low level of employee engagement. Figure 2 demonstrates that as employee engagement (EE) increased, so did the strength of the relationship between company performance (CP) and individual benefit of senior management (IBSM).

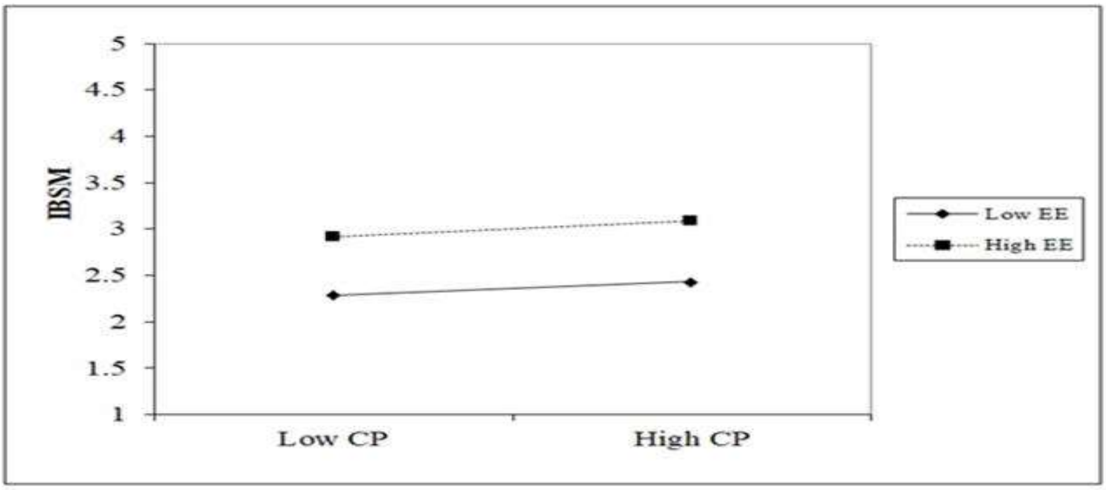

Figure 2: Moderator's Slope Analysis Result.

The final step in data analysis is to evaluate the explanatory power (R-square) of the structural model in this study. The R^2 value in this study is 0. 972, indicating that 97.2% of the change in individual benefit of senior management can be attributed to company performance. Company performance determines the vast majority of senior management's individual benefit gained from the employer.

5. DISCUSSION

The purpose of this study was to look into the relationship between company performance and the individual benefit of senior management, as well as the moderating role of employee engagement in this relationship, in Chinese SMEs across three provinces. This study consists of two distinct objectives: (1) to determine the impact of company performance on the individual benefit of senior management; (2) to determine the moderating role of employee engagement in the relationship between company performance and individual benefit of senior management. The study's objectives were met by developing and testing pertinent hypotheses. Hypothesis 1 (H1) was developed to investigate the relationship between company performance and senior management's individual benefit. The findings of the analysis show that company performance has a significant and positive impact on the individual benefits of senior management. Thus, Hypothesis 1 (H1) is supported. This finding is aligning with previous research's findings. For example, the research conducted by Cooley (1979) illustrated that small company performances closely correlated to the compensation gained for their managers. Sigler and Haley (1995) also found a positive and significant correlation between the benefits of chief executive officers and their companies' performance. The research of Buck et al. (2008) and Bin et al. (2020) supported this same concept by finding that company performance influenced senior executive pay in China. Kayani and Gan (2022) also illustrated that a company's performance positively impacted senior executive compensation in Asia-Pacific companies between 2007 and 2019.

The hypothesis 2 (H2) was developed to investigate the moderating role of employee engagement in the relationship between company performance and senior management's individual benefit. The findings of the analysis show that employee engagement has a significant and positive impact on the relationship between company performance and the individual benefit of senior management. Thus, Hypothesis 2 (H2) is supported. This finding fulfils the relevant research gap and enriches the relevant research literature. The slope scale of the moderating effect suggests that senior management should keep their engagements at a high level if they intend to keep the high level of their individual benefits gained from companies relating to the company performances, especially when the company has a low level of performance.

5.1. Theoretical Implications

According to previous literature reviews, research has been conducted on the relationship between individual benefits and company performance, but there has been little direct research on the reverse relationship, which is the relationship between company performance and individual benefit of senior management. The research findings fill a research gap by confirming that the relationship between company performance and individual benefit of senior management is positive and significant. Meanwhile, according to previous relevant literature reviews, there has been little research that specifically examines the moderating role of employee engagement in the relationship between company performance and individual benefit of senior management. The research findings fill this research gap by adding that employee engagement serves as a significant moderator between company performance and individual benefit of senior management.

5.2. Practical Implications

According to the findings of this study, companies should be aware that company performance has a significant impact on the individual benefit of senior management. It is beneficial for a company to share risk with its employees, particularly during a difficult period when senior management's individual benefits are heavily reliant on company performance. This study also suggests that companies should align their objectives with the individual benefits of senior management. According to a key principle of expectancy theory, when employees believe that their efforts toward company objectives will result in the fulfilment of their own valuable goals, their commitment to achieving what the organization values will increase. Under uncertain conditions, companies that understand the expectancy theory and use it to motivate employees (particularly senior employees with significant influence over the company's ordinary employees) will facilitate talent retention and increase their level of engagement, resulting in improved company performance.

Findings of the study also suggest that companies can motivate employees effectively when they comprehend and apply well the knowledge of expectancy theory. Each employee may have specific needs for the rewards they receive from their companies. Some of them may yearn for the extrinsic benefits/monetary rewards (such as salary, bonus, and retirement compensation). Others may prefer intrinsic benefits/non-monetary rewards (such as recognition, job satisfaction, position promotion, and self-capability). The company should pay attention to the distinct necessity of every employee before forming its incentive mechanism. To make effective motivation strategies, it is crucial for a company to learn well about the different kinds of rewards needed by employees in advance. It may be more beneficial for companies to learn employees' intrinsic factors of motivation before making and adjusting incentive systems to save financial costs and distribute some risks among their employees, especially during challenging periods. By implementing effective motivational strategies, companies can enhance employee motivation, encourage their potential, and increase engagement, ultimately benefiting the organisation.

5.3. Limitations and Future Research Directions

As with all previous research, this study has limitations. For example, this study is limited to three Chinese provinces. With such a small research area, the study's findings are unlikely to reflect the entire country's situation. Future research may conduct a similar study covering a larger area. Another limitation is that the research focuses solely on the individual benefits of senior management. It does not account for the impact of company performance on low- and medium-level employees' individual benefits. The researcher can extend the study with this part in future research.

6. CONCLUSION

This study primarily examined the impact of company performance on senior management's individual benefits, as well as how employee engagement moderates this relationship during unstable circumstances. Research data was collected through questionnaires from the target population, and then the data were analysed using structural equation models. The findings of this study perfectly answered the research questions and met the research objectives. Company performance indeed significantly affected individual benefit of senior management, and employee engagement also significantly moderated the relationship between them. This study has important implications in both theoretical and practical applications.

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