

Balancing Pay and Life: How Compensation and Work-Life Balance Drive Employee Performance through Job Satisfaction

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ABSTRACT

Keywords:

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Background: Employee performance is essential for organizational success and can be influenced by compensation, work-life balance, and job satisfaction. Understanding the relationships among these factors is important for improving employee productivity and organizational outcomes.

Method: This study involved 149 employees of CV. X as respondents. Data were collected using a Likert-scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS), including validity, reliability, and hypothesis testing.

Results: The findings show that compensation, work-life balance, and job satisfaction have positive and significant effects on employee performance. In addition, job satisfaction significantly mediates the effects of compensation and work-life balance on employee performance.

Conclusion: Compensation and work-life balance contribute to improved employee performance both directly and indirectly through job satisfaction. Enhancing employee satisfaction through fair compensation and a balanced work environment can help organizations achieve better performance outcomes.

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INTRODUCTION

Human resources are an important asset that companies must pay attention to. Employee performance is considered successful when the company experiences growth; therefore, every company needs to optimize employee performance (Tamunomiebi & Oyibo, 2020). Employee performance can be improved when employees understand what is expected of them, know their roles, and are evaluated based on both results and behavior (Harahap & Tirtayasa, 2020). According Liow et al. (2023), Human Resource Management is a management field involving planning, organizing, implementing, and controlling. It focuses on employee success in performing duties to help the organization reach its full potential.

Human resources (HR) is one company element that plays a critical role in the achievements of a company when it relies upon the actions of its staff. The focus on human factors does not imply that other factors do not also play important roles because various elements are needed to support and supplement different phases and synergies within a business (Rojikinnor et al., 2022). Therefore, every company must be able to optimize employee performance (Tamunomiebi & Oyibo, 2020). Employee performance is one of the main elements that can be improved if employees know what is expected, when they can play a role, and are assessed on the results of their performance based on behavior (Harahap & Tirtayasa, 2020).

One important aspect of improving employee performance is satisfaction. The failure to improve employee performance in the organization is often constrained by employee satisfaction factors, the element of dissatisfaction with the work itself, due to work stress problems and an unsupportive work atmosphere or environment (Rachman, 2021). Job satisfaction needs to be considered because it is a criterion for measuring the success of a company from within by the community of its members. Job satisfaction is completely private, meaning that every individual has their own specific characteristics and perspectives (Rojikinnor et al., 2022).

Satisfaction and employee performance may be related, according to a number of earlier research. Several studies suggest that job satisfaction will improve employee performance (Adwan et al., 2024; Egenius et al., 2020; Gazi et al., 2024; John & Rai, 2024; Kosec et al., 2022; Rachman, 2021). However, several other studies have actually found the opposite results, that job satisfaction has no influence on employee performance (Babao & Lomarda, 2025; Nurhasanah et al., 2025; Puspitawati & Atmaja, 2021). The existence of differences in the results of previous research on the influence between these variables and several other differences which will be explained below indicate that further research is needed regarding several variables which will be explained.

Just like job satisfaction, compensation also plays an important role in improving employee performance. Compensation is the combination of all cash incentives and the mix of fringe benefits that an employee receives from a company and it constitutes an individual employee's total compensation (Ashraf, 2020). Compensation is an important factor in efforts to improve employee performance, the size of the compensation can affect the level of employee performance, the greater the compensation received, the employee will be more active to work (Nguyen et al., 2020).

Previous studies examining the relationship between compensation and employee performance have shown inconsistent results, indicating a research gap that warrants further investigation. Several research state that there is an influence between compensation and employee performance (Chen et al., 2023; Liu et al., 2025; Lucifora & Origo, 2022; Mohamed et al., 2024; Ramish et al., 2023; Umoh E., 2025). However, other studies have found the opposite, suggesting that compensation does not exert any significant influence on employee performance (Andelic et al., 2025; Ardian et al., 2023; Tenhiälä et al., 2024), thereby raising questions about the consistency of findings in this area.

Apart from compensation, another factor that has an influence on employee performance is work-life balance. work-life balance has become very important, especially in human resource management and organizational behavior studies. In previous research, it has been identified that work-life balance has a very large effect, which has a significant correlation with employees' family life, personal health, organizational responsibility, job performance and loss of workplace efficacy (Priatna et al., 2022). Furthermore, Priatna (2022) stated that a person can achieve a happy, healthy, and successful life through work-life balance, which occurs when work and personal life are in harmony. Organizations that offer WLB initiatives are more likely to attract and retain workers (Aruldoss et al., 2021).

The relationship between work-life balance and employee performance has been the subject of numerous studies, yet the findings remain divided, pointing to a gap in the existing literature that requires deeper exploration. Several researchers have argued that work-life balance plays a significant role in shaping employee performance (Al-Kassem et al., 2025; David et al., 2025; Noronha, 2025; Susanto et al., 2022; Syarif & Hasan, 2025; Wong et al., 2020). However, other studies have found the opposite, suggesting that work-life balance does not exert any significant influence on employee performance (Maghfiatika & Pujiati, 2025; Putri et al., 2024; Sasmita & Mardiana, 2025).

As a well-known company in the auto body sector, CV. X has quite a lot of employees, approximately 860 employees who actively work in the company. The available work environment also

really supports good employee performance. The average salary earned by employees is also quite satisfactory, with the lowest level earning a salary above the minimum wage. CV. X also often provides monthly bonuses for employees, severance pay, competency allowance, polyclinic for employee health services, BPJS Employment, equipping employees with PPE, and often CV. X giving holidays to their employees, don't forget that the company also gives additional bonuses during holidays.

The employees at CV. X also works according to their respective portions and responsibilities, so that the balance between work and personal life can be maintained, the overtime provided is not too overtime and is not carried out too routinely so that employees' working time is also balanced. Based on information from HRD CV. X, that they are undertaking these efforts in order to improve the performance of their employees. Compensation that is in line with employee expectations and also a work life balance that allows employees to have balanced time between work and personal life. The company hopes that employees will feel satisfied, thereby increasing employee performance. However, based on the data obtained, it is known that the level of tardiness and absenteeism employees are still experiencing fluctuations.

The findings of this assessment report do not fully align with the expectations of CV. X. Although the company has taken steps to improve employee performance, such as providing compensation that meets employee expectations and cultivating an organizational culture that encourages career growth, the expected increase in employee satisfaction and performance has not been completely achieved. The data reveal that the outcomes still fall short of the company's targets. Observing this gap, along with inconsistencies in previous research regarding the effects of compensation, work-life balance, and job satisfaction on employee performance, the author was motivated to undertake this study.

METHOD

This research design is quantitative to test the hypotheses. The online questionnaire was developed using several indicators adapted from previous research, namely Compensation (CP) from Mubaroq & Zulkarnaen (2017), Work-Life Balance (WLB) from Qodrizana & Musadieg (2018), Job Satisfaction (JS) from Siagian & Khair (2018) and Employee Performance (EP) from Utami (2017). The primary analytical goal is to investigate how Compensation (CP) and Work-Life Balance (WLB) affect Employee Performance (EP) Through Jobs Satisfaction (JS). This is done by using Structural Equation Modeling (SEM) in order to evaluate the relationships between variables and the general model fit.

RESULTS AND DISCUSSION

A total of 133 questionnaires were distributed, and 128 responses (96.24%) met the inclusion criteria. The data were analyzed using Smart PLS (Partial Least Squares) through three stages: outer model (validity and reliability testing), inner model (structural relationship testing), and hypothesis testing (significance of relationships). The outer model assessed the validity and reliability of the relationships between latent variables and their corresponding indicators within the structural equation model. The outer loading value for all research constructs should be above 0.7 (Hair et al., 2017). Therefore, it can be concluded that all constructs meet the convergent validity criteria if their values exceed 0.7. This stage requires a re-estimation process, namely removing items that have a validity value below 0.7.

Table 1. Outer Loading Test Results

	Compensation	Employee Performance	Job Satisfaction	Work-Life Balance
X1.1	0,761			
X1.2	0,772			
X1.3	0,811			
X1.4	0,773			
X1.6	0,757			
X2.1				0,778
X2.2				0,786
X2.3				0,752
X2.4				0,814
X2.5				0,792
X2.6				0,737

Y1.1			0,785	
Y1.2			0,824	
Y1.3			0,845	
Y1.4			0,767	
Y1.5			0,776	
Y1.6			0,721	
Y1.7			0,796	
Y2.1		0,742		
Y2.2		0,727		
Y2.3		0,821		
Y2.4		0,814		
Y2.5		0,807		
Y2.6		0,738		
Y2.7		0,724		
Y2.8		0,776		

It is important to know that some questionnaire statement are absent from the table. These indicators were excluded from data processing due to their invalidity (re-estimation process) as they had outer loading values of less than 0.7, and re-testing was conducted.

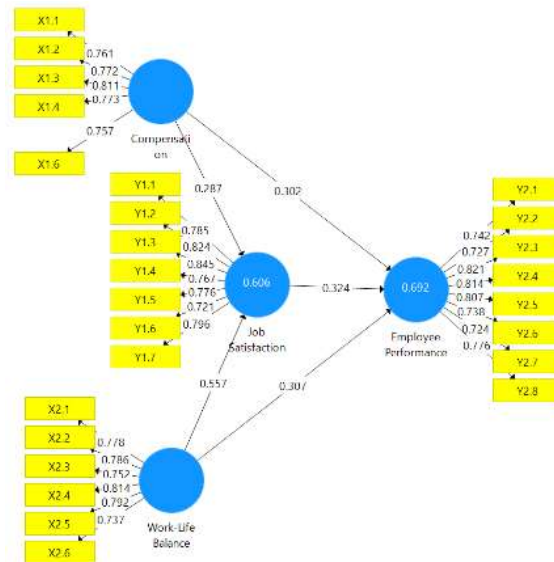


Figure 3. Structure model

Discriminant validity ensures that a construct is distinct from other constructs, highlighting its unique contribution in capturing specific phenomena within the model (Hair et al., 2017).

Table 2. Cross Loading's

	Compensation	Employee Performance	Job Satisfaction	Work-Life Balance
X1.1	0,761	0,473	0,485	0,508
X1.2	0,772	0,554	0,584	0,542
X1.3	0,811	0,594	0,520	0,552
X1.4	0,773	0,624	0,491	0,536
X1.6	0,757	0,536	0,469	0,451
X2.1	0,526	0,646	0,550	0,778
X2.2	0,537	0,570	0,532	0,786
X2.3	0,483	0,549	0,592	0,752
X2.4	0,528	0,595	0,579	0,814
X2.5	0,551	0,611	0,650	0,792
X2.6	0,494	0,523	0,581	0,737
Y1.1	0,565	0,601	0,785	0,599

Y1.2	0,530	0,608	0,824	0,627
Y1.3	0,610	0,601	0,845	0,625
Y1.4	0,521	0,553	0,767	0,509
Y1.5	0,462	0,599	0,776	0,631
Y1.6	0,425	0,612	0,721	0,586
Y1.7	0,521	0,575	0,796	0,543
Y2.1	0,492	0,742	0,463	0,478
Y2.2	0,423	0,727	0,490	0,467
Y2.3	0,662	0,821	0,600	0,634
Y2.4	0,604	0,814	0,644	0,577
Y2.5	0,590	0,807	0,664	0,652
Y2.6	0,549	0,738	0,580	0,679
Y2.7	0,490	0,724	0,572	0,517
Y2.8	0,583	0,776	0,582	0,574

Each construct's correlation with corresponding indicator is above than its correlation with other constructs, as Table 4 demonstrates. Consequently, all of the indicators have strong discriminant validity. Cronbach's alpha and composite reliability are the two metrics commonly used to assess reliability in Partial Least Squares (PLS) analysis. If a questionnaire's internal consistency is between 0.6 and 0.7, it is considered reliable (Hair et al., 2018). Table 3 confirms the validity and reliability of this research tool by demonstrating that both composite reliability and Cronbach's alpha surpass the 0.6 thresholds.

Table 3. Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Compensation	0,834	0,836	0,883	0,601
Employee Performance	0,901	0,906	0,921	0,592
Job Satisfaction	0,898	0,899	0,920	0,622
Work-Life Balance	0,868	0,870	0,901	0,604

Table 4. Effect Size

	Employee Performance	Job Satisfaction
Compensation	0,146	0,115
Job Satisfaction	0,134	
Work-Life Balance	0,117	0,434

As shown by the effect size results in Table, the model has an average effect size of 0.189. This result indicates that the model has a small effect size. The Q^2 value can be obtained through the blindfolding procedure, which yields the construct's cross-validated redundancy estimation. This involves comparing two values: the sum of squared prediction errors (SSE) and the sum of squared observations (SSO). The Q^2 value can be calculated using the formula $Q^2 = 1 - (SSE / SSO)$ (Hair et al., 2017).

Table 5. Effect Size

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Compensation	640,000	640,000	
Employee Performance	1024,000	623,358	0,391
Job Satisfaction	896,000	567,073	0,367
Work-Life Balance	768,000	768,000	

According to the calculated Q^2 value presented in Table, it can be concluded that the endogenous constructs have predictive relevance (greater than 0) and can accurately predict data not used for model evaluation. This study aims to understand how changes in exogenous variables affect endogenous variables (Hair et al., 2018). Greater precision in the data test is indicated by the higher percentage (Hair et al., 2018).

Table 6. Analysis of R-Squared Test

	R Square	R Square Adjusted
Employee Performance	0,692	0,684
Job Satisfaction	0,606	0,600

With an R-Squared value of (0.692), It indicates that 69.2% of the Employee Performance (EP) variable can be explained by Compensation (CP), Work-Life Balance (WLB), and Job Satisfaction (JS) 69.2% of the total, with other factors influencing the remaining portion. And 60.6% of the Job Satisfaction (JS) variable can be explained by Compensation (CP), and Work-Life Balance (WLB), with other factors influencing the remaining portion.

Table 7. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CP -> EP	0,302	0,308	0,076	3,956	0,000
CP -> JS	0,287	0,288	0,085	3,387	0,001
JS -> EP	0,324	0,321	0,114	2,846	0,005
WLB -> EP	0,307	0,304	0,105	2,936	0,003
WLB -> JS	0,557	0,557	0,081	6,895	0,000

Based on the direct effect hypothesis test outcomes, the correlation between compensation, WLB, job satisfaction, and job performance among employee CV. X shows a positive connection (refer to table 8). These findings support H1, H2, and H3, with t-statistic values exceeding the critical t-table value (1.656) and p-values below 0.05. Based on data analysis tests that have been carried out, it shows that compensation has a significant positive effect on employee performance with a P-Value of 0,000. These findings confirm social exchange theory which is based on the idea that people view their relationships in an economic context and they calculate sacrifices and compare them with the rewards gained by continuing the relationship. (Udin, 2016). What can be concluded from social exchange theory is that what a person is able to give to another person will greatly influence the sustainability of a relationship. People will be satisfied when they receive rewards commensurate with their expenditure.

CV. X has provided appropriate compensation, the way this is done is by providing salaries that are commensurate with the employee's work, providing salary fairness according to the level of work, good incentives such as bonuses and allowances, as well as providing other benefits such as training opportunities, social security and insurance. accidents to employees. This research is also supported by previous research conducted by many researchers (Chen et al., 2023; Liu et al., 2025; Lucifora & Origo, 2022; Mohamed et al., 2024; Ramish et al., 2023; Umoh E., 2025).

Based on data analysis tests that have been carried out, it shows that WLB has an effect on employee performance with a P-Value of 0.003. This second finding also confirms social exchange theory which predicts that the value (worth) of a relationship influences the final result (outcome) or whether people will continue the relationship or end it. Positive relationships can usually be expected to last, while negative relationships may end (Thibaut & Kelley, 2017). The key to this theory is the concept of exchange relationships. This relationship is defined as one exchange relationship that facilitates or hinders another exchange relationship. This concept focuses on relatively persistent interactions between certain actors and behavioral variables both in type and magnitude throughout the life of the relationship (Cook & Rice, 2006). This research found that WLB perceived by employees was able to improve employee performance. The company has established a work culture that balances the personal lives of employees. Employees have a fairly good balance of time between work and their lives, have balanced roles and responsibilities between work and life, and have a sense of satisfaction between their lives and their work. These conditions can lead employees to provide better performance. This research is also supported by previous research which states that there is a strong, positive and significant

relationship between WLB and Employee Performance (Al-Kassem et al., 2025; David et al., 2025; Noronha, 2025; Susanto et al., 2022; Syarif & Hasan, 2025; Wong et al., 2020).

Based on data analysis tests that have been carried out, it shows that job satisfaction has an effect on employee performance with a P-Value of 0.005. This third finding also confirms the social exchange theory which states that what a person is able to give to another person will greatly influence the sustainability of a relationship. People will be satisfied when they receive rewards commensurate with their expenditure. This satisfaction then encourages the continuity of relationships that are maintained for a long time, in this case also affecting employee performance. What can be concluded from social exchange theory is that what a person is able to give to another person will greatly influence the sustainability of a relationship. People will be satisfied when they receive rewards commensurate with their expenditure. This satisfaction then encourages the continuity of relationships that are maintained for a long time. This theory is used to predict the reciprocal influence of the company on what employees have done, both in the form of compensation and also the work-life balance that is created. These factors are described as providing a sense of satisfaction to employees which will have implications for employee performance.

CV. X has created a sense of satisfaction in its employees by establishing a compensation scheme that is fair and in accordance with what the employees do, work-life balance can also provide a sense of satisfaction to employees so that employees can do their work optimally so as to provide maximum results. This research is also supported by previous research which states that there is a significant direct influence of job satisfaction on employee performance (Adwan et al., 2024; Egenius et al., 2020; Gazi et al., 2024; John & Rai, 2024; Kosec et al., 2022; Rachman, 2021).

Table 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CP -> JS -> EP	0,093	0,090	0,037	2,534	0,012
WLB -> JS -> EP	0,180	0,181	0,077	2,341	0,020

Based on data analysis tests that have been carried out, it shows that job satisfaction plays a mediating role in the relationship between compensation and employee performance with a P-Value of 0,012. This fourth finding also confirms the social exchange theory which states that what a person is able to give to another person will greatly influence the sustainability of a relationship. People will be satisfied when they receive rewards commensurate with their expenditure. This satisfaction then encourages the continuity of relationships that are maintained for a long time, in this case also affecting employee performance.

In social exchange theory which states that people view their relationships in an economic context and they calculate sacrifices and compare them with the rewards obtained by continuing the relationship (Udin, 2016). Based on this, the relationship between these variables illustrates that employees who are satisfied with what they receive as compensation for their work can increase the relationship between compensation and employee performance. CV. X has created a sense of satisfaction in its employees by providing salaries that are commensurate with the employee's work, providing fair salaries according to the level of work, good incentives such as bonuses and allowances, as well as providing other benefits such as training opportunities, social security and accident insurance as well as providing mess facilities for employees. Several things that the company has provided to employees provide a sense of satisfaction to employees which will further improve the employee's performance.

Based on data analysis tests that have been carried out, it shows that job satisfaction plays a mediating role in the relationship between WLB and employee performance with a P-Value value of 0.010. This fifth finding also confirms social exchange theory which is based on the idea that people view their relationships in an economic context and they calculate sacrifices and compare them with the rewards gained by continuing the relationship (Udin, 2016). Sacrifice (cost) is an element of a relationship that has a negative value for someone, while rewards are elements in a relationship that have a positive

value. Balancing work and one's personal life can reduce employee sacrifice so that employees can feel satisfied and maximize their performance. The company has established a work culture that balances the personal lives of employees. Employees have a fairly good balance of time between work and their lives, have balanced roles and responsibilities between work and life, and have a sense of satisfaction between their lives and their work. This condition can bring employees to feel a sense of satisfaction with their work, by fulfilling this sense of satisfaction it can bring employees to have good performance.

The study found that compensation, work-life balance, and job satisfaction play an important role in shaping employee performance at CV. X. Compensation was shown to have a direct positive impact, meaning that employees who perceive their compensation as fair and rewarding tend to perform better. Similarly, work-life balance was also found to significantly improve performance, highlighting that employees who are able to balance personal and professional responsibilities are more likely to deliver higher levels of productivity. In addition to these direct effects, job satisfaction emerged as a key mediating factor. The results indicate that both compensation and work-life balance indirectly influence employee performance through job satisfaction. Specifically, better compensation increases job satisfaction, which subsequently boosts performance. Likewise, when employees experience a healthy work-life balance, their job satisfaction rises, leading to stronger performance outcomes. Overall, these findings emphasize that employee performance is not only determined by external factors such as compensation but also by internal perceptions of satisfaction and balance. Organizations aiming to optimize performance should therefore focus on providing fair compensation systems, supporting work-life balance, and fostering job satisfaction as an integrated approach to human resource management.

CONCLUSION

This study concludes that compensation, work-life balance, job satisfaction, and employee performance at CV. X are all categorized as high in the descriptive analysis. These findings suggest that the organization has established favorable conditions across these variables, which contribute positively to overall employee outcomes. Despite these results, the research is limited by the use of accidental sampling, which may reduce accuracy and increase the potential for bias. In addition, the mediating role of job satisfaction between compensation and employee performance was found to be relatively weak, indicating the need for further investigation. Future research is therefore recommended to employ more robust sampling techniques, examine the mediating role of job satisfaction more comprehensively, and replicate the study in different organizational or regional contexts to strengthen the generalizability and consistency of the findings.

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