

Work-life balance and employee performance: the moderating role of compensation at PT New Living Indonesia

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ABSTRACT

This study aims to examine the effect of work-life balance and compensation on employee performance and to investigate the moderating role of compensation in the relationship between work-life balance and employee performance. This study employed a quantitative research design using a survey approach. The population consisted of 82 employees of PT New Living Indonesia Tangerang, and saturated sampling was used, resulting in 82 respondents. Data were collected through a structured questionnaire and analyzed using Structural Equation Modeling (SEM) with AMOS. The moderating effect of compensation was examined using the Ping method. The results show that work-life balance has a positive and significant effect on employee performance, with a coefficient of $\beta = 0.693$ and $p < 0.001$. Compensation also has a positive and significant effect on employee performance, with a coefficient of $\beta = 0.426$ and $p = 0.005$. Furthermore, compensation significantly moderates the relationship between work-life balance and employee performance, with an interaction coefficient of $\beta = 0.001$ and $p = 0.013$. The positive moderation coefficient indicates that compensation strengthens the positive relationship between work-life balance and employee performance. These findings highlight the importance of maintaining employees' work-life balance while providing fair and competitive compensation to support improved employee performance. The study contributes to the understanding of the role of compensation in strengthening the relationship between work-life balance and employee performance. Future research is encouraged to incorporate additional variables and broader samples across different organizational contexts to improve the generalizability of the findings.

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1. INTRODUCTION

Human resources are one of the main factors determining the success of an organization. Human resources exist not only to carry out operational activities but also as strategic assets that play a role in achieving organizational goals effectively and efficiently. The quality of human resources will influence the level of performance, productivity, dedication, loyalty, and individual commitment to

their work and the organization. Therefore, optimal human resource management is crucial for every organization.

In an era of increasingly competitive competition, organizations are required to be able to improve employee performance in order to maintain their sustainability and competitiveness. High employee performance is inseparable from various influencing factors, both internal and external factors. PT New Living Indonesia is a company in Tangerang Regency that is engaged in the trade of imported and domestic goods, such as household equipment and cat supplies (Azril; Wispandono, 2024). PT New Living Indonesia was founded in 2018 and began selling online through the marketplaces Shopee, Tokopedia, Lazada and others. The company's store names in the marketplace are Angoa, Focat and New Style. During its 6 years of business, PT New Living Indonesia has grown aggressively by continuing to take various important breakthrough steps that have led the company to become one of the important players that is highly regarded by its competitors in the online trading sector in Indonesia.

The large number of companies operating in the household goods sector, such as AZKO, Informa, Vivere, and others, certainly presents a challenge for companies facing today's increasingly fierce business competition. Companies must be able to compete by providing the best for customers, therefore, the role of Human Resources (HR) is crucial in supporting the company's success (Jina Andarista, 2024).

Employee performance is one of the benchmarks of a company's success, where good employee performance will support the achievement of company targets. According to Mangkunegara in (Aji & Ahmadi, 2024), employee performance, also known as work achievement, is the quality and quantity of work results achieved by an employee in carrying out their duties according to their responsibilities. According to Widodo in (Eva Purnamasari, 2023) performance is the increase in achievement of results from carrying out certain tasks to achieve organizational goals within a certain time.

One of the factors that plays an important role in improving employee performance is Work-Life Balance. According to Mangkunegara in (Suwaibah, 2024) Work-life balance is the level of satisfaction related to multiple roles in a person's life, for example, in work that requires workers to work full time or overtime and makes workers not have balanced time for their families. According to Hasibuan and Wulandari in (Sinaga et al., 2025) work-life balance is a condition in which an individual is able to divide their time and attention equally between professional obligations and personal needs without sacrificing one or the other.

Research conducted by (Sari Putri, Nurlaela, 2024) shows that work-life balance and job satisfaction partially and simultaneously influence employee performance at CV. Andalan Inti Utama Makassar. Research conducted by (Tumba et al., 2024) shows that work-life balance influences employee performance at the Lakipadada General Hospital in Tana Toraja.

Another factor that supports employee performance is compensation. According (Permatasari et al., 2024) Compensation is a form of appreciation given by organizations to employees for their contributions, both financial and non-financial. Fair and competitive compensation can increase employee motivation, thereby increasing productivity and performance. Conversely, inadequate compensation can reduce employee morale, loyalty, and job satisfaction. Therefore, organizations need to design a compensation system that creates a sense of fairness and encourages employees to perform optimally.

According to Suaedah in (Wandi, 2022) compensation is all forms of wages or rewards that apply to employees and arise from their work, and is a tool to motivate and at the same time a strategic development path to optimize quality human resources. According to Martoyo in (Santika et al., 2023) compensation is the arrangement of all remuneration for employers and employees, both directly in the form of money (financial) and indirectly in the form of money (non-financial).

Based on research conducted by (Pamungkas et al., 2025) it shows that human resource management strategies that focus on compensation and career development create a work environment that supports employee growth and achieves organizational goals. With an integrated approach, companies can increase competitiveness and long-term sustainability. Research conducted by (Syuchriah et al., 2025) shows that compensation has a significant effect on employee performance and can increase employee motivation at PT. Yani Putra Ekspres.

Although previous studies have examined the effects of work-life balance and compensation on employee performance, most studies have focused on their direct relationships. Limited attention

has been given to the role of compensation as a moderating variable that may strengthen the relationship between work-life balance and employee performance. This gap is particularly relevant in organizational contexts where employees' perceptions of work-life balance may depend not only on their ability to manage work and personal responsibilities but also on the extent to which they perceive the compensation received as fair and commensurate with their contributions. Therefore, this study examines compensation as a moderating variable in the relationship between work-life balance and employee performance at PT New Living Indonesia Tangerang

Based on the problems described, this study was conducted to analyze the effect of work-life balance on employee performance with compensation as a moderating variable. According (Tirta Mulyadi, 2023) This study used a quantitative approach with the Structural Equation Modeling (SEM) analysis method. Structural Equation Modeling (SEM) is a multivariate analysis technique used to analyze structural relationships between latent and measured variables simultaneously. SEM combines factor analysis and regression analysis, allowing researchers to test complex conceptual models within a single analytical framework..

The moderating role of compensation can be explained through Social Exchange Theory (SET), which proposes that employees tend to reciprocate favorable treatment from their organization through positive work attitudes and behaviors (Cropanzano & Mitchell, 2025). A good work-life balance enables employees to maintain their well-being and focus, while fair compensation provides recognition for their contributions. Previous research has shown that work-life balance and compensation are positively associated with employee performance (Yusuf, 2024). When employees experience both a favorable work-life balance and adequate compensation, they are more likely to perceive organizational support and respond with greater effort and performance. Therefore, compensation is expected to strengthen the positive relationship between work-life balance and employee performance.

The expected results of this study are to determine whether there is a significant influence of Work-Life Balance and Compensation for each variable on Employee Performance. It also examines the effect of Compensation as a moderating variable in strengthening or weakening Work-Life Balance on Employee Performance. Therefore, the research title chosen in this study is "The Effect of Work-Life Balance on Employee Performance at PT. New Living Indonesia Tangerang with Compensation as a Moderating Variable."

2. METHOD

This study uses two types of data, namely quantitative data, according to Sugiyono in (Hidayat & Susanti, 2025) Quantitative data is data in the form of numbers or qualitative data that is numbered. The data source for this study uses primary data and secondary data. Primary data is data obtained directly from selected respondents at the research location. According to Sugiyono in (Hidayat & Susanti, 2025) Primary data is data obtained directly from the object being studied. Primary data in this study is data obtained directly from employees through questionnaires provided. While secondary data is a data source that does not directly provide data to collectors. According (Simarmata et al., 2025) This secondary data is data obtained from other sources related to the research object, such as journals, books and examples of previous research related to this research.

Population is the overall score of individuals whose characteristics are to be studied and these units are called units of analysis, and can be people, institutions, objects (Sahir, 2021). According to Sugiyono in (Hidayat & Susanti, 2025) Sample is a portion of the number and characteristics possessed by the population". Sample is a portion of the number and characteristics possessed by the population, or a small part of the population members taken according to certain procedures so that they can represent the population.

According to Arikunto (Hidayat & Susanti, 2025) if the population is less than 100 people, then the sample size is taken as a whole. However, if the population is larger than 100 people, then 10%-15% or 20%-25% of the population can be taken. This study took the entire population of 82 people. This study employed a quantitative research design using a survey approach. The study utilized primary and secondary data. Primary data were collected directly from employees of PT New Living Indonesia through a structured questionnaire, while secondary data were obtained from relevant academic journals, books, and previous studies. The population consisted of 82 employees of PT New Living Indonesia Tangerang. Since the population was relatively small, saturated sampling

(census sampling) was employed, whereby all 82 employees were included as respondents. Therefore, the sample size of this study was 82 employees.

The data analysis technique used is Structural Equation Modelling (SEM). According to Ghozali in (Aryata & Marendra, 2023), SEM is a combination of two analysis methods, namely factor analysis and path analysis, into one comprehensive statistical method and (Mangkunegara, 2013). Some of the stages carried out in the Structural Equation Modeling (SEM) method include (Ghozali, 2008):

1. The validity test can be seen from the value of the loading weight factor of 0.50 or more which is considered to have validity strong enough to explain the latent construct.
2. The reliability test can be seen if the Construct Reliability (CR) value is ≥ 0.70 and the extracted variance value is ≥ 0.50 .
3. Moderation Test is an approach that allows the relationship between independent variables and dependent variables that are influenced by other latent variables. Variables that allow for a relationship between one variable and another are called moderating variables. One method that can estimate the effect of moderation on complex SEM is the Ping method. Ping (1995) states that a single indicator should be used as an indicator of moderating latent variables. This single indicator is a multiplication between the indicator of the exogenous latent variable and the indicator of the moderator variable. For example, the relationship between X and Y is affected by the latent variable Z. Where Y is the dependent variable of the manifest, while X and Z are the latent variables and each has an indicator.
4. Hypothesis testing was carried out by looking at the level of significance of the relationship between variables by looking at the P value < 0.05 .
5. Goodness of Fit is used to test the models used in the research. In SEM analysis techniques, several statistical tests are used to test the hypothesis of the developed model. This statistical test is used to measure the level of Goodness of Fit in the study after the assumptions in the SEM are met. The Goodness of Fit criteria are shown in the table below (Wonda & Walangitan, 2022).

Table 1. Goodness of Fit

Criteria	Value
Chi-Square	0: Perfect FIT, the bigger the less fit
Probability	$\geq \alpha$: FIT, the value of α that can be used is 5%, 1% and 10%
GFI	0: Unwell; 1: Perfect FIT; ≥ 0.9 : FIT
AGFI	0: Unwell; 1: Perfect FIT; ≥ 0.9 : FIT
RMSEA	$\leq 0,05$: FIT; $> 0,1$: No FIT
TLI	0: Not FIT; 1: Perfect FIT; ≥ 0.9 : FIT
NFI	0: Not FIT; 1: Perfect FIT; ≥ 0.9 : FIT
PCFI	0: Not FIT; the bigger the fit
PNFI	0: Not FIT; the bigger the fit

3. RESULTS AND DISCUSSION

3.1. Research Framework

In this study, work-life balance acts as an independent variable suspected of influencing employee performance, which is the dependent variable. Work-life balance is a condition in which an individual is able to manage time and energy in a balanced manner between the demands of work and personal life. Employees who have a good work-life balance tend to have lower stress levels, higher job satisfaction, and are able to perform work tasks more optimally. This will ultimately have a positive impact on improving employee performance within the organization.

Furthermore, this study also includes compensation as a moderating variable that serves to strengthen or weaken the relationship between work-life balance and employee performance. Compensation is a form of appreciation given by organizations to employees for their contributions, both financial and non-financial. Providing fair and competitive compensation can increase employee motivation, thereby strengthening the influence of work-life balance on performance. Conversely, inadequate compensation can weaken this relationship, as employees tend to feel underappreciated even if they have a good work-life balance.

Thus, the existence of the compensation variable as a moderating variable in this study is expected to provide a more comprehensive understanding of how work-life balance affects employee performance, as well as the important role of compensation in strengthening or weakening this relationship in the organizational context.

Based on the conceptual framework that has been described, the hypothesis in this study is formulated as follows:

- a. H1 : Work-life balance influences employee performance
- b. H2 : Compensation influences employee performance.
- c. H3 : Compensation moderates the effect of work-life balance on employee performance

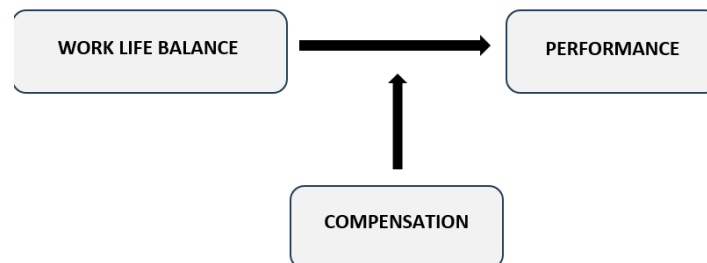


Figure 1. Research Framework

3.2. Descriptive Analysis

Table 2. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Male	45	55%
Female	37	45%
Total	82	100%

Table 3. Respondent Characteristics Based on Age

Respondent Age	Frequency	Percentage
Age 18 - 25	24	29%
Age 26- 35	30	36%
Age 36- 45	17	21%
Age > 45	11	13%
Total	82	100%

Table 4. Respondent Characteristics Based on Education Level

Eduacation	Frequency	Percentage
SMA/SMK/SEDERAJAT	16	19%
D3	21	26%
S1	33	40%
S2	12	15%
Total	82	100%

Table 5. Respondent Characteristics Based on Length of Service

Length of Service	Frequency	Percentage
< 1 age	15	18%
1-5 ages	29	35%
6-10 ages	22	27%
>10 ages	16	20%
Total	82	100%

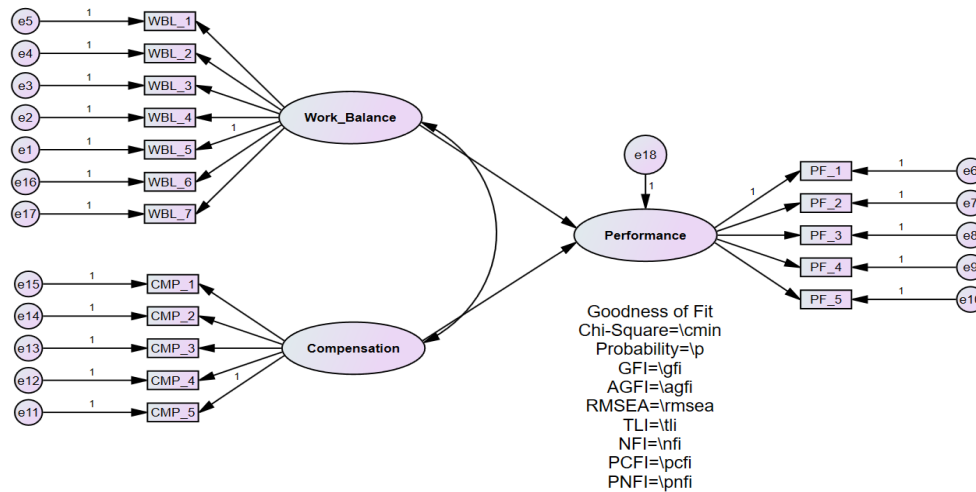
Based on the table above, the majority of respondents were male (55%), aged 26–35 years (36%), held a Bachelor's degree (S1) (40%), and had 1–5 years of work experience (35%). This composition indicates that most respondents were employees of productive working age with adequate educational backgrounds and work experience to assess working conditions at PT. New Living Indonesia Tangerang. These characteristics are relevant to the study, as work experience and productive age may influence employees' perceptions of work-life balance, job performance, and the compensation they receive. Furthermore, the relationships between work-life balance and employee performance, as well as the moderating role of compensation, were examined through statistical analysis.

3.3. Initial Model

There are 4 indicators in the compensation variable, 7 indicators in the work balance variable and 5 indicators in the employee performance variable as shown in the table below

Table 6. Research Indicators

Variabel	Indicator
Compensation	Fair salary commensurate with the work
	Incentives commensurate with the sacrifices
	Benefits that meet expectations
	Adequate facilities
Work Life Balance	Family Time
	Personal Time
	Decision Making
	Family Responsibilities
	Social Life
	Relationships with Superiors/Subordinates
	Implementing Knowledge and Training
Employee Performance	Quality
	Quantity
	Timeliness
	Effectiveness
	Independence

**Figure 2.** Initial Research Model

3.4. Normality Test

Based on the results of data normality testing conducted using the Structural Equation Modeling (SEM) method with the assistance of AMOS software, a multivariate critical ratio (CR) value of 14.739 was obtained. This value indicates that the data is not multivariately normally distributed, because it exceeds the recommended limit of ± 2.58 . This condition indicates a violation of the multivariate normality assumption, which is one of the prerequisites in covariance-based SEM analysis.

Therefore, to address these issues, further testing using the Bollen-Stine Bootstrap method is necessary. This test aims to evaluate the model's suitability using a resampling approach, thus providing more robust estimates for non-normally distributed data. The results of the Bollen-Stine Bootstrap test will then serve as the basis for determining whether the research model is still suitable for further analysis, such as structural model testing and hypothesis testing

Table 7. Normality Test

Variable	kurtosis	c.r.
WBL_7	1,929	3,565
WBL_6	1,544	2,853
CMP_1	1,896	3,504
CMP_2	0,442	0,817
CMP_3	-0,83	-1,535
CMP_4	2,943	5,44
CMP_5	4,229	7,816

PF_5	1,033	1,91
PF_4	0,474	0,876
PF_3	0,494	0,914
PF_2	2,859	5,285
PF_1	1,156	2,136
WBL_1	1,834	3,39
WBL_2	0,766	1,417
WBL_3	1,329	2,456
WBL_4	2,8	5,175
WBL_5	1,42	2,625
Multivariate	82,737	14,739

Based on the results of the Bollen–Stine bootstrap test, the p-value was 0.091, which is greater than the significance level of 0.05. This indicates that the hypothesized model is not significantly different from the observed data and, therefore, demonstrates an adequate model fit. Accordingly, the model was considered suitable for further analysis.

3.5. Validity Test

At this stage, a validity test is conducted to assess the extent to which the research instrument, particularly the statement items in the questionnaire, is able to accurately and precisely measure the construct being studied. Validity testing is a crucial step in quantitative research because it determines the appropriateness of the indicators in representing the latent variables used in the research model. In this study, the validity test was conducted using the Confirmatory Factor Analysis (CFA) approach through the AMOS application.

Based on the analysis output results obtained, it is known that all indicators have a factor loading value greater than the minimum required limit, which is 0.50. Factor loading values that meet these criteria indicate that each indicator has a sufficiently strong correlation with the construct being measured, so it can be declared valid. Thus, all statement items in the questionnaire are suitable for use as measuring instruments in this study and can proceed to the next testing stage, such as reliability testing and structural model testing.

Table 8. Validity Test

			Estimate
WBL_5	<---	Work_Life_Balance	0,813
WBL_4	<---	Work_Life_Balance	0,948
WBL_3	<---	Work_Life_Balance	0,823
WBL_2	<---	Work_Life_Balance	0,919
WBL_1	<---	Work_Life_Balance	0,825
PF_1	<---	Performance	0,855
PF_2	<---	Performance	0,948
PF_3	<---	Performance	0,713
PF_4	<---	Performance	0,86
PF_5	<---	Performance	0,805
CMP_5	<---	Compensation	0,821
CMP_4	<---	Compensation	0,891
CMP_3	<---	Compensation	0,54
CMP_2	<---	Compensation	0,88
CMP_1	<---	Compensation	0,87
WBL_6	<---	Work_Life_Balance	0,95
WBL_7	<---	Work_Life_Balance	0,925

3.6. Reliability Test

In the next stage, a reliability test is conducted to measure the consistency and reliability of the research instrument in producing stable and reliable data. The purpose of the reliability test is to ensure that the indicators used in the research can produce consistent results when measurements are taken at different times, places, and under different conditions. Therefore, reliability is a crucial requirement for ensuring the quality of data produced in quantitative research.

In this study, reliability testing was conducted using the Composite Reliability (CR) and Average Variance Extracted (AVE) approaches through the AMOS application. The Composite Reliability value is used to measure internal consistency between indicators within a construct, while the AVE value is used to measure the extent to which the latent variables are able to explain the variance of their indicators. Based on the test results obtained, it is known that all constructs have CR values greater than 0.70 and AVE values greater than 0.50. This indicates that each construct in this study has a good level of reliability and meets the required criteria.

Thus, it can be concluded that all indicators used in this study are declared reliable and suitable for use in further analysis, especially in testing structural models and testing hypotheses

Table 9. Reliability Test

Components	Compensation	Worklife Balance	Performance
CR	0,904	0,963	0,922
AVE	0,658	0,789	0,705

3.7. Moderation Test

At this stage, interaction testing is conducted to analyze the role of moderating variables in the research model. This testing aims to determine whether the compensation variable is able to strengthen or weaken the relationship between work-life balance as an independent variable and employee performance as a dependent variable. In Structural Equation Modeling (SEM) analysis, moderating variables are tested by forming interaction variables between the independent variable and the moderating variable, thus determining the extent to which changes in the moderating variable affect the strength of the relationship between the main variables in the model.

In this study, compensation is positioned as a moderating variable that plays a significant role in influencing the effectiveness of work-life balance on employee performance. If the compensation provided by the organization is deemed adequate and fair, the relationship between work-life balance and employee performance tends to be stronger. Conversely, if the compensation provided is inadequate, the relationship may be weaker. Therefore, testing this interaction is important to provide a more comprehensive understanding of the dynamics of the relationship between the variables in the study.

The following presents an SEM model that describes the role of compensation as a moderating variable in the relationship between work-life balance and employee performance.

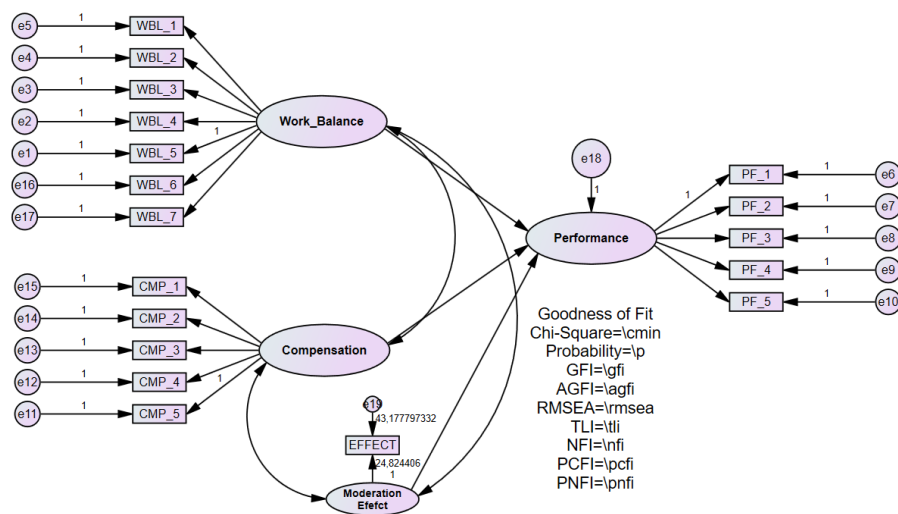


Figure 3. Moderation Test

3.8. Hypothesis Testing

The hypothesis testing results show that work-life balance has a positive and significant effect on employee performance. As presented in Table 10, the relationship between work-life balance and employee performance has a positive coefficient of $\beta = 0.693$, with a p-value of < 0.001 , which is lower than the established significance level ($\alpha = 0.05$). Therefore, the first hypothesis (H1), which states that work-life balance has a positive and significant effect on employee performance, is supported. This finding indicates that better work-life balance is associated with higher employee performance.

The results also indicate that compensation has a positive and significant effect on employee performance. The coefficient of the relationship between compensation and employee performance is $\beta = 0.426$, with a p-value of 0.005, which is lower than the significance level of 0.05. Therefore, the second hypothesis (H2), which states that compensation has a positive and significant effect on employee performance, is supported. This finding indicates that better compensation provided by the organization is associated with improved employee performance.

Furthermore, the moderation test shows that compensation significantly moderates the relationship between work-life balance and employee performance. As shown in Table 10, the interaction effect has a positive coefficient of $\beta = 0.001$ and a p-value of 0.013, which is lower than 0.05. Therefore, the third hypothesis (H3), which states that compensation moderates the relationship between work-life balance and employee performance, is supported. The positive interaction coefficient indicates that compensation strengthens the positive relationship between work-life balance and employee performance. Thus, compensation not only has a direct positive effect on employee performance but also strengthens the effect of work-life balance on employee performance.

Table 10. Hypothesis Testing

			Estimate	S.E.	C.R.	P
Performance	<---	Work_Life_Balance	0,693	0,177	3,914	***
Performance	<---	Compensation	0,426	0,151	2,827	0,005
Performance	<---	Moderation_Efekt	0,001	0,001	2,493	0,013

3.9. Goodness of Fit

Based on the results of the Goodness of Fit test, it is known that the research model used has been modified to meet the model feasibility criteria required in Structural Equation Modeling (SEM) analysis. Model modifications were carried out with the aim of improving the fit between the theoretical model and the empirical data obtained, so that the resulting model can describe the relationship between variables more accurately. The test results indicate that several Goodness of Fit indicators have met the recommended cut-off values, as shown in the figure below.

According to Hair et al. (2019), a model in SEM can be declared suitable if it meets several main Goodness of Fit criteria, and not all indices have to be perfectly met. The use of around 4 to 5 Goodness of Fit indicators that meet the criteria is considered sufficient to assess the overall feasibility of the model. These indicators generally include Chi-Square, RMSEA, GFI, AGFI, CFI, and TLI. By fulfilling most of these indicators, it can be concluded that this research model has a good level of fit and is suitable for use in further analysis, especially in testing structural relationships and research hypotheses

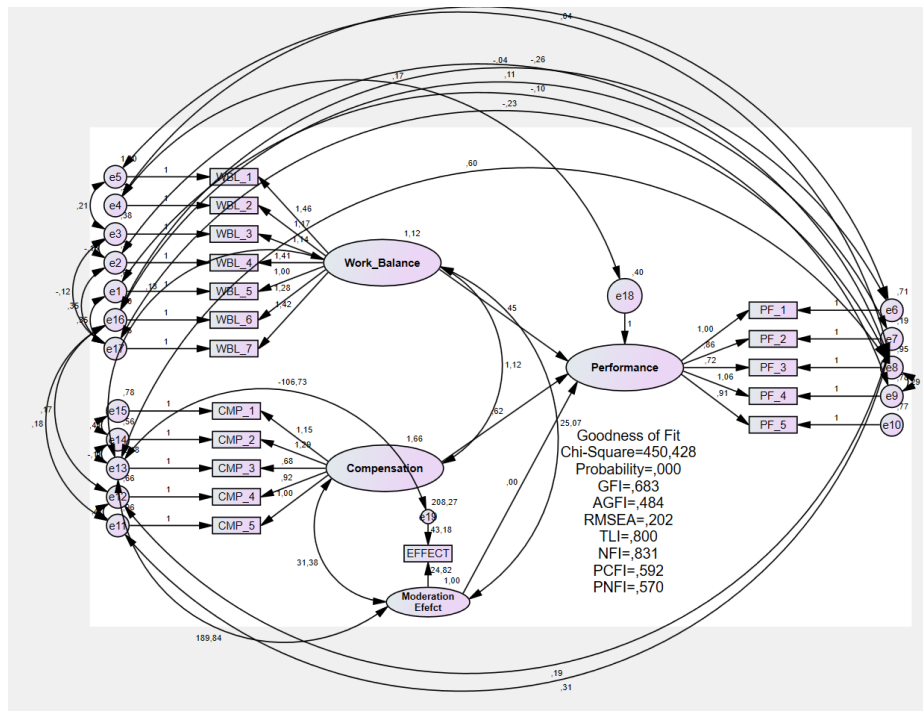


Figure 4. Model Modification

Table 11. Model Fit Results

Components	Cut-off Criterion	Obtained Value	Conclusion
Chi-Square	0 = perfect fit; larger values indicate poorer fit	450.428	FIT
Probability	≥ 0.05	0	NOT FIT
GFI	≥ 0.90	0.683	NOT FIT
AGFI	≥ 0.90	0.484	NOT FIT
RSMEA	≤ 0.05 = fit; > 0.10 = poor fit	0.202	NOT FIT
TLI	≥ 0.90	0.8	FIT
NFI	≥ 0.90	0.831	FIT
PCFI	Higher values indicate better fit	0.592	FIT
PNFI	Higher values indicate better fit	0.57	FIT

4. CONCLUSION

This study concludes that work-life balance and compensation have a positive and significant effect on employee performance at PT New Living Indonesia Tangerang. Work-life balance has a significant positive effect on employee performance ($\beta = 0.693$, $p < 0.001$), while compensation also has a significant positive effect ($\beta = 0.426$, $p = 0.005$). Furthermore, compensation significantly moderates the relationship between work-life balance and employee performance ($\beta = 0.001$, $p = 0.013$). The positive moderation coefficient indicates that compensation strengthens the positive relationship between work-life balance and employee performance. These findings highlight the importance of maintaining employees' work-life balance while providing fair and competitive compensation to support improved performance. From a managerial perspective, the findings suggest that companies should develop human resource policies that support employees in balancing work and personal responsibilities and provide compensation that is fair and commensurate with their contributions. The combination of these practices can help create conditions that encourage employees to maintain higher levels of performance and support the

achievement of organizational goals. This study is limited by its focus on work-life balance and compensation as the main explanatory variables and by the research context being limited to one company. Other factors, such as leadership, work environment, organizational culture, motivation, and job satisfaction, may also influence employee performance but were not examined. Future research is therefore encouraged to incorporate additional variables, use broader and more diverse samples, and consider different organizational contexts to improve the generalizability of the findings.

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