



CHAPTER I

INTRODUCTION

1.1 Background

One of a company's most valuable resources for advancing operations and fostering long-term innovation is its workforce or employees. Employees' contribution to the production of profits through commodities of goods or services has a significant effect on the business, society, and the employees themselves. The skills possessed by an employee are closely related to their talents, knowledge, interests, and experiences so that they can complete work according to their designation (Chantica et al., 2022).

Without the employees' full participation, the company's objectives cannot be met (Fauzan, 2022). Employees have an important role so that company goals can be achieved. Meanwhile, when employees do not perform as expected, most likely it affects the sustainability of a corporation, the results could be a failure in operation and it means a big loss for the company. The role of the human resources is very crucial in carrying out company strategy and maintaining the company so that it can compete globally. If an effort is made to create



organizational strategy within the human resource strategies, the contribution of human resources to competitive advantage will be obtained (Ridwan et al., 2020).

Therefore, a company need to be truly monitoring the performance of each employee so that the results provided will provide effective results for the company itself. Employee performance will impact on its common results especially for company achievement in which employees has contributed through their work progress or performance. An organization's continuous operations can be impacted by employee performance, and the more well individuals perform, the more the organization or firm will grow (Komar et al., 2023).

In order to maintain employee work stability, companies need to pay attention to several aspects that refer to employee set of circumstances, one of its particular strands is work-life balance. Work-life balance is the ability to devote time and effort to work related duties while simultaneously fostering personal relationships, engaging in hobbies, and taking care of one's physical and mental health (Shah and Gawande, 2024). Based on pre-research interview with several PT. MKA employees revealed that factors which might lead their decision to leave are crisis in motivation and excessive workloads. In accordance with findings Hasyim and Bakri (2024) Imbalance between work and home life, induced by an excessive workload and an unsupportive work



environment, can reduce employee motivation. According to Bataineh (2019) employees who managed to balance their demands of personal and professional obligations are likely to develop high standard of work ethics. Research was conducted by Umma and Zahan (2021) regarding factors that affecting the work-life balance among teachers of the government schools in Sri Lanka. The results show that workload factors and a supportive environment can influence teachers' work-life balance. The similar research was conducted by Xiaoli (2024) on employees across start-ups companies in Shanghai city which reveals significant positive correlation between work-life balance and employee performance due to high pressure environment, employees who thrivingly cope with their stress without effecting the workload are managed to increase their performance.

Subsequently, one of the aspects that companies should not ignore is compensation which considered vital element which influence employee performance. The concept of compensation according to Milkovich et al., (2022) is refers to various types of financial returns and physical services and benefits employees receive as part of an employment relationship. Indeed, companies are encouraged to create compensation policies that can improve employee welfare according to the performance they have provided. The amount of compensation given by a company can influence satisfaction which will encourage employee



work motivation. Employees who are sufficiently satisfied with their compensation will be more inclined to complete their duties and strive to resolve any problems that arise (Nurjanah and Fauzan, 2023). In order to satisfy and ensure employees meet their expectations, company should adjust fairness in giving compensation because employees tend to feel satisfy with amount perks whenever its same packages received by their co-workers with similar roles or external stakeholders. This is supported by previous research conducted by Yusoff (2025) among the plantation workers which took place in Malaysia specifically in Kelantan states where it reveals that compensation is one of the important factors that affect employee work motivation. Equitable and fair compensation can significantly increase employee motivation.

Employee satisfaction and the company's ability to hire, recruit, and retain staff are both enhanced by an effective compensation system (Fachyumi and Fadli, 2023). In accordance with the statement, findings from Zayed et al., (2022) about the power of compensation system on employee satisfaction implies that good compensation system encourages satisfaction of the employee of JBC Bangladesh and enabled the company to optimize the productivity. Furthermore, employee performance factors cannot be separated from the influence of the compensation provided, so that it can provide its own satisfaction for employees.



Apart from work-life balance factors and satisfaction with compensation, work motivation can affect employee performance. One of the obstacles for a company is when employee motivation decreases, which can hinder productivity or the company's goals are not achieved. If an employee has high motivation, then the employee will work according to his capabilities. According to Dharma et al., (2020) motivated person is someone who makes substantial efforts to support the production goals of his work unit and the organization in which he works. However, each individual has different motivations because they want to achieve a goal or satisfy their personal necessity. Related to this, previous research conducted by Widaywati (2024) regarding the effect of compensation on employee performance with work motivation as an Intervening variable on employees of the Dua Dara Ketemling factory. The results of the study showed that work motivation had a positive and significant effect on the performance of employees of the Dua Dara Ketemling factory. Similar research carried out by Sathiskumar et al., (2025) about compensation impact towards performance and motivation of Teemage Builders employees from Tirupur, India. The research indicates motivation has significant role in strengthens the relationship between compensation and performance.

PT Manado Karya Anugrah is a national mining services



company established in 2017, located in Manado City, North Sulawesi Province. PT MKA functions as a mining contractor for several commodities such as nickel and gold mining projects, each of its located in a different area. Apart from mining operations, PT MKA also rents out heavy equipment in the form of excavators and transport trucks to several clients. One of the mining projects under PT MKA responsibility is Gag Nickel project which located at Gag Island, West Papua region. This project engaged in nickel as natural resources commodity and owned by PT Gag Nickel, one of the subsidiary companies of PT Antam Tbk. With total of 240 employees in this project, PT MKA targeted to achieve monthly production of 150,000 tonnes of nickel.

Based on pre-research interviews with several employees with different positions conducted by the author at PT Manado Karya Anugrah site Gag Nickel, the author found various problems regarding to work-life balance including problems within working hours where there were several employees who complain about the standard working hours set by the company which sometimes causes some employees to feel excessively tired. Some of employees also feel the lack of work-life balance due to company often conduct recreational activities as for them, this kind of activities is to provide entertainment for the employees while working away from family.

On the other hand, there were certain of PT MKA employees



tends to felt dissatisfied with the amount of compensation given. Dissatisfaction was causes due to the compensation amount where there was no increase of the amount incentives even though the company's target achievements are met within a certain period of time. However, some employees were still satisfied with the compensation because even when the company fails to meet target, the company will still provide incentives as a form of reward for employee performance and hard work. They also argued regarding the compensation transparency and supporting facilities that motivate them to stay in the company. Based on the description above, the author was encouraged to conduct research entitled “The influence of work-life balance and compensation on employee performance with work motivation as an intervening variable on employees of PT Manado Karya Anugrah site PT Gag Nickel.”

1.2 Problem Formulation

Based on the description in the background, the research questions are:

1. Does work-life balance has an influence on Employee Performance at PT Manado Karya Anugrah site PT Gag Nickel?
2. Does compensation has an influence on Employee Performance at PT Manado Karya Anugrah site PT Gag Nickel?



3. Does work motivation has an influence on Employee Performance at PT Manado Karya Anugrah site PT Gag Nickel?
4. Does work-life balance has an influence on employee work motivation at PT Manado Karya Anugrah site PT Gag Nickel?
5. Does compensation has an influence on employee work motivation at PT Manado Karya Anugrah site PT Gag Nickel?
6. Does work motivation mediate the influence of Work Life Balance on Employee Performance at PT Manado Karya Anugrah site PT Gag Nickel?
7. Does work motivation mediate the influence of Compensation Satisfaction on Employee Performance at PT Manado Karya Anugrah site PT Gag Nickel?

1.3 Research Objectives

The following objectives of this research are :

1. To discover whether work-life balance has an influence on employee performance at PT Manado Karya Anugrah site PT Gag Nickel.



2. To discover whether compensation has an influence on employee performance at PT Manado Karya Anugrah site PT Gag Nickel.
3. To discover whether work motivation has an influence on employee performance at PT Manado Karya Anugrah site PT Gag Nickel.
4. To discover whether work-life balance has an influence on employee work motivation at PT Manado Karya Anugrah site PT Gag Nickel.
5. To discover whether compensation has an influence on employee work motivation at PT Manado Karya Anugrah site PT Gag Nickel.
6. To discover whether work motivation mediates the influence of work-Life balance on employee performance at PT Manado Karya Anugrah site PT Gag Nickel.
7. To discover whether work motivation mediates the influence of compensation on employee performance at PT Manado Karya Anugrah site PT Gag Nickel.

1.4 Benefits of Research

The benefits that are expected to be obtained from this research include the following:



1.4.1 Theoretical Benefits

This research is expected to be able to contribute the author's thoughts related to the influence of work-life balance and compensation on employee performance and Work Motivation especially at PT Manado Karya Anugrah site Gag Nickel.

1.4.2 Practical Benefits

a) For the author

This research is expected to increase the author's insight regarding the influence of work-life balance and compensation on employee performance and work motivation.

b) For the Company

This research is expected to provide positive and beneficial impacts related to the influence of work-life balance and compensation on employee performance and work motivation. In addition, this research is expected to be a consideration in decision making.

c) For the other Parties

Giving insight as comparison and references for the research with the similar title and research.



1.5 Systematic Research

The research proposal has been prepared comprehensively and systematically. The research report is divided into six chapters, the following are :

CHAPTER I INTRODUCTION

This chapter consists of the background, problem formulation, research objectives, research benefits, and the systematics of writing the thesis.

CHAPTER II LITERATURE REVIEW

This chapter contains theoretical basis of each variable including human resource management, work-life balance, compensation, and work motivation. This chapter also state previous research related to the research to be conducted.

CHAPTER III CONCEPTUAL FRAMEWORK

The chapter conceptual framework s explains how the conceptual framework model, relationships between variables, and research hypotheses are developed.

CHAPTER IV RESEARCH METHOD

In this chapter, author explains the details of research methods. The following research method consists of:



1. Types and Research design
2. Location and time of research
3. Population and sample
4. Source of Data
5. Sampling method
6. Data collection method
7. Research variable and operational definitions
8. Research instrument
9. Data analysis method

CHAPTER V DISCUSSION

The chapter contains an overview of the research results, quantitative analysis, and discussion.

CHAPTER VI CLOSING

The closing chapter explains the result of the conclusions and suggestions of research that has been carried out. In general, conclusion is a summary of the findings and data analysis from previous chapter. Suggestions consists of reflection from the findings and contain solutions which could be considered by company or relevant parties.



CHAPTER II

LITERATURE REVIEW

This chapter will explain the theoretical basis that discusses the concept, definition, and indicators of each variable that will be used in this study. This chapter explains human resources management, compensation, work- life balance, employee performance, work motivation, and previous research.

2.1 Human Resources Management

2.1.1 Definition of Human Resource Management

According to Dessler (2020), HRM is the process of hiring, training, evaluating, and rewarding workers, as well as managing their labor relations, health and safety, and fairness problems. Meanwhile, Dowling et al., (2023) refers human resource management to an organization's successful workforce management operations, which include human resource planning, staffing, performance management, training and development, compensation and benefits, and industrial relations.

2.1.2 Functions of Human Resources Management

According to Dessler (2020), there are several functions of human resource management within a company. In order to obtain maximum management results, managers within the company must be able to master all existing management functions, namely:



1. Planning

Plan the workforce effectively and efficiently to suit the company's needs in order to help achieve goals. Planning is carried out by establishing a staffing program. A good personnel program will help achieve the goals of the agency, employees and society.

2. Staffing (Recruitment and Selection)

Activities to organize all employees by determining the division of work, relationships, delegation of authority, integration and coordination in the organizational chart. Organizations are only a means to achieve goals. Good organization will help achieve goals effectively. As a result, the time constraint may be met by involving employees and ensuring that selected applicants have the appropriate motivation and cultural fit for the firm.

3. Training and Development

Employee training begins with a planning stage to identify competency gaps among employees. Employee training and development has a direct impact on organizational performance because it can improve employee skills. The process of improving employee technical, theoretical, conceptual and moral skills through education and training. The education and training provided must be adapted to the needs of the job.



4. Compensation

Companies must guarantee that employees are adequately compensated depending on the complexity and responsibility of their jobs. Companies have a duty to provide compensation to their employees in order to boost employee morale and performance maintenance or improvement. However, if the organization does not pay appropriate compensation, employee performance and motivation may suffer.

2.2 Compensation

2.2.1 Definition of Compensation

Compensation is a reward given by the company as a form of responsibility for the contribution given by its employees. Giving compensation is a mandatory to ensure the effectiveness of human capital as part of company's development. Each organization has its own system in selecting the type of compensation for the employees. According to Milkovich et al., (2022), Compensation includes all types of financial or non-financial returns, as well as services and benefits that employee receive as part of their job relationship. Stanton and Martocchio (2024) stated that total compensation is a form of revenue to the employee and whether it's given in the form of cash or goods which workers receive directly or indirectly in exchange for their services to the company. According to the findings of Zafar et al. (2021),



compensation is crucial for individual performance thus, an increase in compensation satisfaction will lead to enhanced employee performance.

The well-being of workers and the long-term viability concern of the business are related to the efforts to manage compensation fairly. According to Milkovich et al., (2022:45) employee satisfaction with compensation represents how much employees believe their pay and benefits are fair, appropriate, and aligned with their expectations and contributions in satisfaction is impacted by both the absolute level of salary and perceived equity in comparison to individuals within and outside the company. Fair and smart compensation is one of the aspects that stimulates greater work motivation so that employee performance and welfare are maintained and the organization does not encounter high turnover rates.

2.2.2 Types of Compensation

The two primary components of compensation are *direct* and *indirect* compensation. Direct financial consists in the form of remuneration such as salaries, incentives, and bonuses as indirect compensation include benefits such as insurance, paid vacations, facilities, and pension program (Dessler, 2020:350). There are several ways to categorize different types of compensation. Compensation schemes fall into two categories: non-financial or financial (direct and indirect) compensation.



A) Direct Compensation (Financial)

Direct financial compensation may be described as a base wage and incentives like as bonuses and savings plan that provide delayed income.

B) Indirect Compensation (Financial)

Indirect compensation can take the form of life insurance plans, vacation or holiday travel, or the supply of office supplies like rooms and transportation.

C) Non-Financial

Non-Financial compensation in the form of tasks that offer professional experience, career growth, and recognition in return for job well done. One type of non-financial compensation is a comfortable workplace, which includes assistance from capable and encouraging superiors.

2.2.3 Herzberg Two-Factor Theory on Compensation

In Herzberg's Two-Factor Theory, compensation may be classified as financial or non-financial, which corresponds to the concept of hygienic factors and motivators. According to Herzberg in Milkovich et al., (2022), financial compensation can help reduce dissatisfaction but does not necessarily increase satisfaction and motivate employees. On the other hand, financial compensations functions as a motivator that directly meets psychological needs and improves performance. Both



between financial and non-financial compensation serve different purpose which financial compensation motivate employees to work and non-financial compensation motivates people to perform better by offering relevant work experience and career development (Milkovich et al., 2022).

2.2.4 Indicators of Compensation

Several items that are employed as compensation indicators as indicated by Milkovich et al., (2022), include:

A) Total compensation

The total compensation compiles all types of financial and non-financial to present a concept which value employees derive from their employment relationship.

B) Pay equity

Compensation satisfaction depends on employees' sense of distributive justice and procedural justice which relevant to pay equity. Pays equity including contentment with the pay they get in the form of pay level, pay raise, pay structure, and pay administration.

2.2.5 Equity in Compensation

Fairness and congruence with employee expectations are crucial for increasing compensation satisfaction. This relevant with equity or justice compensation whereas according to Dowling et al.,



(2023:421) equity compensation is the extent to which employee salary satisfaction reflects their perceived value which means great pay leads to satisfaction and low pay drives employee turnover. Employee satisfaction may be driven by a variety of factors, including contentment with the pay they get in the form of salary, rewards, and other workplace facilities (Farla et al., 2019). Equity theory defined when individuals sense unfairness, they create a tension or urge to minimize the perceived inequity (Dessler, 2020:350). Equity encompasses emotions and perceptions, and is constantly make comparison. The amount of compensation received will be perceived by the employee himself, whether the compensation is perceived fairly or otherwise. When employees believe they are being fairly compensated, they will be happier with their jobs, which will increase their motivation and performance. Besides, policies and regulations that control compensation choices, including as openness, consistency, and communication, influence employees' perceptions towards procedural.

2.2.6 Purpose of Compensation

In accordance to Armstrong and Brown (2023), purpose of giving compensation including several things as:

1. Reward people fairly

Employees believed they have been treated fairly



whenever their contribution got recognized and co-workers receive same amount of wages

2. Support organization goals and achievements

Motivating or increasing employee performance and work force will drive organizations toward its successful business goals

3. Guarantee equitable relief

The goal of compensation management is to guarantee the realization of both internal and external equity.

4. Competitiveness in labor market

Compensation should act as a reward to maintain competitiveness in market to enable employee retention

2.4 Work Life Balance

2.4.1 Definition of Work Life Balance (WLB)

Work-life balance refers to an employee's approach to striking a balance between their professional and social lives, including traveling, exercising, and praying (Brough et al., 2022). Meanwhile, according to Dowling et al., (2023) work-life balance described as a balance between an individual's two components in the workplace: work-related tasks and leisure time spent doing domestic and recreational activities. When creating policies, companies must consider the balance the between personal and professional lives of their employees in order to increase



its performance and job productivity (Minarika et al., 2020).

2.4.2 Factors Influencing Work Life Balance

According to Dessler (2020) there are several factors which influence the work life balance which can be classified into two components including:

A. Individual Factor

According to Dowling et al., (2023) individual aspects include personal views, role identity, and the capacity to prioritize and manage time efficiently in both work and personal life. Employees must be aware of their different responsibilities and avoid overlooking crucial functions in either area.

B. Organizational Factor

Whereas, refers to Veluthan and Valarmathi (2020), specific job factors which originally from organization consists of 5 things including, work schedule, reward system, social support, facilities, Policy and employee annual leave.

2.4.3 Indicators of Work Life Balance

According to Dessler (2020) there are several elements which indicate and measure work life balance such as:



A. Time Balance

Time balance describes how people allocate their time between work-related activities with co-workers and leisure pursuits like spending time with their families. Flexible working hours and work stoppages in mining businesses are governed by a work roster system that is especially developed to fulfill rigorous and continuous operating requirements.

B. Involvement Balance

The term "involvement balance" describes how committed and involved a person is in both their social and professional lives.

C. Satisfaction on balance

Satisfaction towards balance is whether perception of an individual towards work activities and social life. Basically, Subjective satisfaction with the capacity to properly manage both job and non-work duties.

2.4.4 Dimension of Work Life Balance

Dimensions of work-life balance according to Armstrong and Brown (2023) includes:



1) Flexible working arrangements

This dimension shows flexible work arrangements include things like flexible hours, part-time work, job sharing, and remote working.

2) Workload management

Workload management is to ensure that workloads are realistic in order to avoid stress and burnout while still allowing for personal time. Top management has role to assist employees

3) Assistance program

This dimension extent services that provide counselling and assistance for personal and professional concerns. Assisting employees concern to separate work from personal life in order to prevent a conflict occur and distract concentration during work.

4) Leave policies

Leave policy is a significant component of the employee incentive and welfare system, since it provides employees with leave privileges for a variety of reasons, including yearly leave, sick leave, maternity leave, family leave, and other special leaves.



2.5 Employee Performance

2.5.1 Definition of Employee Performance

In order to determine a goal that must be accomplished, the organization must set up an evaluation system to track employee performance. Employee performance refers to how successfully and efficiently an individual performs their work obligations and responsibilities (Armstrong and Brown, 2023). It includes the actions, outputs, and outcomes that contribute to attaining organizational objectives. Performance encompasses not just outputs but also how work is completed, including adherence to company principles and standards. Meanwhile, Dowling et al., (2023) defined employee performance as an outcome from employee work contribution and behaviours that align with organizational goals. It described employee abilities in carry out their job responsibility and performances.

Furthermore, Dessler (2020) describes that performance is an evaluation of how successfully an employee performs his or her work tasks and obligations in line with the organization's requirements. Several experts' viewpoints have led to the conclusion that employee performance is the ability of an employee to contribute to the organization in a way that allows the completion of outcomes or targets on schedule and in line with the organization's objectives.



2.5.2 Factors which influence employee performance

Dessler (2020) mentioned there are several factors which driven the employee performance such as:

- 1) Quality of human resources, refers to employee skills, knowledge, and talents substantially influence optimal job outcomes.
- 2) Work motivation is employee motivation and excitement for their jobs have a direct influence on performance.
- 3) Reward and compensation system which refers to fair and appropriate incentives system may boost motivation and performance.
- 4) Training and development are an effective method improve employee skills and abilities.

2.6 Work Motivation

2.6.1 Definition of Work Motivation

Work motivation refers to the internal drive that motivates people to accomplish their goals and be productive at work (Usman et al., 2023). According to Dowling et al., (2023) work motivation is the process that begins, leads, and sustains goal-oriented actions in the workplace. This similar with statements as (Armstrong and Brown, 2023) defined work motivation is the internal drive or external incentive that encourages people to take action, work hard, and achieve their goals at work.



Whereas refers to Lisnawati and Patandung (2022) motivation is a psychological process that describes how a person's attitudes, wants, perceptions, and decisions combine to motivate them to behave. Motivation may be impacted by both inner and external variables.

Companies essentially require human resources that can function effectively and efficiently in order for the firm to continue to operate successfully. As a result, employee motivation is one of the most significant components in helping the organization reach its goals. Motivation is defined as a driving force to satisfy a want or need that promotes an individual's excitement and motivation to make a good impact (Banne et al., 2023). Every employee has their own job goals. Some aspire to further their careers, while others labor to consent with their basic requirements. As a result, each employee has a unique motivation for working.

2.6.2 Motivation Theories

A. Maslow Theory (Hierarchy of Needs)

According to Abraham Maslow in (Armstrong and Brown, 2023:116) disclosed, the needs of each individual are structured in a hierarchical level which means after primary needs have been fulfilled, then secondary needs would arise and followed by subsequent requirements up to the fifth level of needs. As a result, Maslow separates needs into five levels, which are:



1) *Physiological needs*

Physiological needs are physical requirements for survival that include clothes, shelter, and food. These bodily requirements are more important than other forms of wants.

2) *Safety and security needs*

This sort of need involves being protected from dangers and feeling physically and emotionally safe.

3) *Affiliation or acceptance needs or belongingness*

Social needs include friendship, affection, and the need to establish relationships with other groups and communities.

4) *Esteem or status needs*

Esteem needs encompass internal and external factors such as self-esteem, respect, work performance, and acknowledgment or appreciation from co-workers. These needs are vital for developing self-confidence.

5) *Self-Actualization*

Self-actualization is the need for self-actualization or the drive to develop the potential and skills that exist in each individual.



B. Equity Theory

John Stacey Adams explain equity theory occur from the employee's perception of justice based on his own comparison. As a result, each is separated into two categories of justice: distributive and procedural. Distributive justice is defined by the amount of imbalance between people and other persons, whereas procedural justice is defined by the methods employed to decide how much imbalance each individual receives (Milkovich et al., 2022:84).

Equity theory states that people are highly concerned about equity and fairness where employee make comparison between their expectation and the amount of pay, they received (Milkovich et al., 2022:317).

C. Herzberg's Two Factors Motivation Theory

Frederick Herzberg proposed a theory of motivation that included two variables, motivational and hygienic factors. Herzberg in Armstrong and Brown (2023:117) state motivational factors relate to the job content, opportunities, and responsibility meanwhile, Hygiene terms used to describe job context or situation including pay and working environment.

2.7 Previous Research

The results of previous research cited in this study can be seen in table 1

Table 1. List of previous research



NO.	Research and Year of Publications	Title of Research	Research Method	Results
1.	Wita Farla, Yuliansyah M. Diah, and Feri Widyanata (2019)	<i>Pengaruh Keadilan kompensasi Dan Kepuasan Kompensasi Terhadap Kinerja Karyawan Pada UMKM Pembuatan Pempek Palembang.</i>	The study method employs a quantitative approach, using a descriptive causality design and multiple linear regression tests performed with SPSS. The sample size is 100 employees of UMKM Pempek Palembang. The study will be conducted at multiple pempek producing centres, including 26 Ilir, Seberang Ulu 1, and Seberang Ulu.	The study's findings indicate that compensation fairness has no substantial effect on employee performance, although compensation satisfaction does, and that both variables have an effect on employee performance.



2.	Dongying Zhang and Jean Paolo G. Lacap (2023)	<i>The Mediating Role of Organizational Identity on Relationship Between Compensation Satisfaction and Employee Performance: The Case of a Chinese Public Vocational College.</i>	The research method uses a predictive design (quantitative) with the SEM-PLS analysis method to test the relationship between compensation satisfaction variables, organizational identity, and employee performance. The research location was conducted at a Chinese public vocational college involving lecturers and staff who had worked more than a year as respondents.	The results of the study indicate that compensation satisfaction has a positive and significant effect on organizational identity and employee performance, and organizational identity is proven to act as a mediator in the relationship between compensation satisfaction and employee performance, confirming the importance of optimizing the compensation system and strengthening employee identification
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3.	Mawar Mustika, Johny Natu Prihanto, and P.M. Winarno (2021)	<i>The Effects of Compensation and Benefit Satisfaction on Turnover Intention</i>	The analysis method uses SEM-PLS and a second-order construct approach to investigate the association between compensation and benefits satisfaction and turnover intention via the mediation of perceived organizational support (POS) and affective organizational commitment (AOC). The study was done in 12 Kompas Gramedia business units, with 357 respondents, and data was collected via online surveys utilizing the snowball sampling	The study's findings revealed that while satisfaction with compensation and benefits did not have a direct effect on turnover intention, they did have an indirect effect through POS and AOC. It was also discovered that compensation had a greater effect than benefits in reducing turnover intention, with satisfaction with the pay/salary level being the most dominant dimension.
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4.	Liana Paramita and I Wayan Gede Supartha (2022)	<i>Role of Work Stress as Mediating Variable between Compensation and Work Life Balance on Employee Performance</i>	The research method employs both an associative quantitative approach and the SEM-PLS method. In this study, 51 Sandi Raya Utama Rural Credit bank (BPR) staff participated as respondents.	The study's findings show that compensation and work-life balance have a significant good influence on employee performance but a major negative effect on work stress, and work stress has a significant negative effect on performance. Furthermore, research has shown that work stress partially mediates the effects of compensation and work-life balance on employee performance, implying that boosting compensation and work-life balance might reduce work stress and, as a result, increase employee
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				performance.
5.	Khaled Adnan Bataineh (2019)	<i>Impact of Work Life Balance, Happiness at Work, on Employee Performance</i>	The study employs a quantitative methodology and multiple regression analysis to investigate the impact of work-life balance and job satisfaction on employee performance. The respondents for this study were 283 employees from the Middle East Pharmaceutical & Chemical Industries (Med Pharma) company in Jordan.	The study's findings show that work-life balance has a positive and significant effect on employee performance, as does happiness at work, which includes employee engagement and affective organizational commitment, but not job satisfaction. Among all variables, affective attachment to the organization is the most powerful predictor of improved employee performance.



6.	Roshan Thapa (2023)	<i>The Impact of Compensation towards Employees' Performance: Employees' Motivation as the Mediating Role</i>	This study approach employs a causal-comparative research design with SEM-PLS analysis. This survey included 192 workers from a total population of 385 persons and was done at 20 branches of 15 commercial banks in Kathmandu's Ring Road region.	This study discovered that both financial and non-financial pay had a considerable influence on employee performance, with financial compensation having the greatest impact. Furthermore, employee motivation has been shown to play an important role as a mediator in the relationship between compensation and performance, so organizations should design compensation schemes that are both competitive and capable.
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7.	Pascal Lazuardy, Jajang Badruzaman, and Ati Rosliyati (2024)	<i>The Influence of Self-Efficacy, Organizational Climate and Work-Life Balance on Work Achievement through Motivation as an Intervening Variable</i>	The study uses an associative quantitative methodology and the SEM-PLS analytical technique. This study was done in PT Pegadaian Kanwil II Pekanbaru, with 105 employees as participants.	The study's findings show that self-efficacy, organizational environment, and work-life balance all have a favourable and substantial impact on work motivation, which in turn has a considerable impact on work achievement. Furthermore, motivation has been shown to be a key intervening variable in the link between self-efficacy, organizational environment, and work-life balance and employee job performance.
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8.	Mohamad Wazir Shafie Aliasah, Zuraidah Abdullah, Salwati Shafee (2020)	<i>The Impact of the Work-Life Balance on Work Motivation Among the Non-Academic Employees of Public Higher Learning Institutions in Malaysia</i>	The research technique was quantitative, with questionnaires distributed to 355 non-academic staff from numerous Malaysia public higher education institutions. Descriptive analysis and Pearson correlation were performed with SPSS.	The study's findings revealed that respondents had a poor to moderate work-life balance, yet a high degree of job motivation. However, the correlation test findings revealed a significant but weak association between work-life balance and work motivation, with a correlation value of -0.175, showing that the greater the work-life balance, the lower the work motivation, however the impact is very modest.
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9.	Shafi Mohamad, Dalmie Shahrul Suryati Azmee, Shaiful Zahreen Megat Shafferi, Nur Saiyidah Nik Zainal Alam, Noor Hurul Ain Fauzi (2024)	<i>The Influence of Work-Life Balance on Employee Performance Among Financial Institution Staff in Klang Valley, Malaysia</i>	The research technique uses quantitative approach, including descriptive statistics, the Pearson correlation test, and multiple linear regression tests performed using SPSS. The survey included 150 respondents from various financial institutions in Malaysia's Klang Valley.	The study's findings indicate that work-life balance has a positive and significant impact on employee performance, with characteristics such as working time flexibility, workload management, and excellent support all contributing to improved staff performance at the financial institution.
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10.	Intan Ratnawati and Rr. Retno Sugiharti (2023)	<i>The moderating role of readiness for change on the effect of transformational leadership and compensation satisfaction on employee performance: Evidence from post-acquisition companies</i>	The quantitative deductive research approach uses questionnaires to collect data, as well as Cronbach's alpha factor test for validity and reliability. Employees of a post-acquisition firm were sampled using a purposive sampling approach at a private hospital in the Tangerang region. There were 400 individuals that filled out the form, however only 364 (91%) completed the study questionnaire.	The study's findings reveal that readiness for change moderates the impact of transformational leadership and compensation satisfaction on employee performance, implying that readiness for change is a significant component improving performance in post-acquisition companies.
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