
Optimizing Human Capital Performance Through Compensation and Work-Life Balance: The Mediating Effect of Motivation at PT. Alam Batu Beach Bungalow

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Abstract:

This study aims to analyze the influence of compensation and work-life balance on employee performance with motivation as a mediating variable at PT Alam Batu Beach Bungalow in Karangasem Regency. The research employs a quantitative method with a path analysis approach. The sampling technique used was total sampling, involving 51 respondents. The results reveal that compensation has a positive and significant effect on both motivation and employee performance. Similarly, work-life balance positively and significantly affects motivation and performance. Furthermore, motivation significantly mediates the effect of compensation and work-life balance on employee performance. These findings indicate that enhancing employee motivation through fair compensation and effective work-life balance contributes to improved performance.

Keywords : *Compensation, Work-Life Balance, Motivation, Employee Performance, Path Analysis*

Submitted: May 15, 2025, Accepted: June 10, 2025, Published: June 30, 2025

1. Introduction

In today's competitive and dynamic business environment, human resources (HR) are recognized as a strategic asset crucial for organizational sustainability. Organizations must invest in developing a workforce that is competent, motivated, and capable of adapting to change. Employees who are well-managed and engaged are more likely to contribute to organizational success through improved performance (Sumantri et al., 2022; Amalia & Ramadhan, 2025). Consequently, enhancing employee performance has become a key focus in human resource management strategies (Caksana, 2019).

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Employee performance, which encompasses both the quality and quantity of work delivered, is affected by various factors such as leadership, job environment, organizational culture, compensation, and individual motivation (Suryadi, 2020; Rahmawati & Prasetyo, 2022). Among these, compensation and work-life balance have emerged as critical determinants, particularly in service sectors like hospitality, where employee satisfaction directly correlates with service quality (Gunawan et al., 2024; Faridah & Yuliana, 2023).

Compensation acts not only as a financial incentive but also as a psychological motivator that influences employee engagement and productivity (Adiba & Rosita, 2023; Santoso & Maharani, 2024). Meanwhile, work-life balance (WLB) ensures employees can manage their professional responsibilities alongside personal well-being, contributing to reduced stress and increased focus (Barkhowa et al., 2021; Ingsih et al., 2022). Motivation plays a pivotal mediating role in translating these external factors into performance outcomes (Lianasari & Ahmadi, 2022; Susilo et al., 2023).

Empirical studies show varied results regarding the effects of compensation and WLB on performance. Some researchers found a positive influence of compensation on performance (Putri & Nugroho, 2023; Siddiqi, 2018), while others identified a more complex or insignificant relationship depending on mediating factors such as motivation or job satisfaction (Paramita & Supartha, 2023; Indrasari & Purwo, 2024). The influence of WLB also varies by context, with some studies confirming its positive impact on performance and others highlighting indirect effects through job satisfaction or stress levels (Gunawan et al., 2024; Sukmayuda et al., 2019).

This study seeks to bridge the gap in the literature by analyzing how compensation and work-life balance affect employee performance, using motivation as a mediating variable in the specific context of the hospitality industry—namely, PT Alam Batu Beach Bungalow in Karangasem, Bali. The novelty lies in incorporating real-world fluctuations in financial compensation (such as service charges and tips), subjective aspects of WLB, and internal motivational dynamics into a unified performance model.

As a globally renowned tourist destination, Bali is home to a growing hospitality industry that significantly contributes to local economic development. Karangasem Regency, where PT Alam Batu Beach Bungalow operates, reported over 1.2 million tourist arrivals in 2023 (BPS, 2023). The performance of hospitality employees is directly linked to guest satisfaction and business sustainability, making HR performance an urgent managerial concern.

At PT Alam Batu Beach Bungalow, compensation includes both fixed salaries and variable income from tips and service charges. These supplementary earnings are subject to high fluctuations, such as zero tips in February 2024 and over IDR 6.9 million per employee in September 2024. Such irregularity can cause financial

uncertainty, potentially influencing motivation and performance (Syafrizal, 2021; Talip et al., 2020).

These conditions underscore the need for a better understanding of how compensation volatility and work-life balance challenges affect employee motivation and output. Hospitality workers often face unpredictable schedules, intense physical demands, and emotional labor—factors that make WLB and motivation particularly relevant to performance outcomes (Gunawan et al., 2024; Faridah & Yuliana, 2023).

This research is expected to provide practical insights for HR managers and business owners in the hospitality sector. By understanding the interplay between compensation, WLB, and motivation, organizations can design more effective HR policies to enhance employee performance and job satisfaction (Amalia & Ramadhan, 2025; Adiba & Rosita, 2023).

Thus, the primary objective of this study is to examine the direct effects of compensation and work-life balance on employee performance at PT Alam Batu Beach Bungalow, with motivation acting as a mediating variable. The findings are expected to enrich HRM literature, particularly in tourism-dependent regions like Bali, and offer actionable recommendations for optimizing human capital in the hospitality industry.

2. Theoretical Background

The Effect of Compensation on Employee Performance

Compensation is one of the factors that can influence employee performance, as appropriate incentives can motivate employees to work harder and be more productive. When employees feel valued through fair salaries, bonuses, or other benefits, they tend to be more committed and engaged in their work. Conversely, inadequate compensation can lower morale and performance, as well as increase turnover rates. Therefore, organizations that understand and implement effective compensation structures can create a work environment that supports overall performance improvement. Research by Putri and Nugroho (2023), as well as Ingsih et al. (2022), found that compensation positively influences employee performance.

The Effect of Work-Life Balance on Employee Performance

The relationship between work-life balance and employee performance is significant, as a good balance between job demands and personal life can enhance employee satisfaction and motivation. When employees feel capable of managing their time between work and personal life, they are likely to experience reduced stress and improved mental health, which leads to higher productivity. Employees with a good work-life balance are also more likely to be committed to their jobs, actively engaged, and show greater creativity. Therefore, companies that support this balance—such as through flexible policies and support for personal life—will create an environment that facilitates optimal employee performance. Studies by Faridah and Yuliana (2023)

and Gunawan et al. (2024) confirm that work-life balance has a positive effect on employee performance.

The Effect of Compensation on Employee Performance with Motivation as a Mediating Variable

The relationship between compensation and employee performance can be better understood through the role of motivation as a mediating variable. When compensation—whether in the form of salary, bonuses, or other benefits—is perceived as fair and adequate, it can increase employee motivation to perform better. High motivation encourages employees to strive for targets and innovate in their tasks. In other words, attractive compensation not only directly affects performance but also enhances motivation, which in turn contributes to better performance. Conversely, if compensation is considered inadequate, employee motivation may decline, negatively impacting performance. Therefore, organizations need to pay attention to compensation structures that can trigger positive motivation to achieve optimal performance. This is supported by research from Lianasari and Ahmadi (2022), as well as Rahmawati and Prasetyo (2022), which found that motivation acts as a mediating variable between compensation and performance.

The Effect of Work-Life Balance on Employee Performance with Motivation as a Mediating Variable

The influence of work-life balance on employee performance can be mediated by motivation, where a good balance between job demands and personal life encourages employees to feel more satisfied and motivated at work. When employees have sufficient time to rest, socialize, and pursue hobbies, they experience reduced stress, which contributes to increased energy and focus at work. This heightened motivation will drive employees to be more committed and productive, resulting in better performance. Thus, companies that support work-life balance not only improve employee well-being but also indirectly enhance performance through increased motivation. Studies by Gunawan et al. (2024) and Ingsih et al. (2022) support this finding by showing that work-life balance influences performance through motivational and satisfaction-related mechanisms.

Hypothesis

Based on the theoretical framework and previous empirical studies, the following hypotheses are proposed to examine the effect of compensation and work-life balance on employee performance, both directly and indirectly through motivation as a mediating variable at PT Alam Batu Beach Bungalow:

H1: Compensation has a positive and significant effect on employee performance at PT Alam Batu Beach Bungalow.

H2: Work-life balance has a positive and significant effect on employee performance at PT Alam Batu Beach Bungalow.

H3: Compensation has a positive and significant effect on employee performance with motivation as a mediating variable at PT Alam Batu Beach Bungalow.

H4: Work-life balance has a positive and significant effect on employee performance with motivation as a mediating variable at PT Alam Batu Beach Bungalow.

3. Methodology

In this research, the population refers to the total group of individuals relevant to the study, consisting of all 51 employees at PT. Alam Batu Beach Bungalow. The sample, which is a subset of the population, was determined using the total sampling technique. This method was chosen based on Sugiyono's (2018) recommendation that if the population is less than 100 individuals, all members can be included as the research sample. Therefore, the sample in this study comprises the entire population to ensure comprehensive data collection and analysis.

The study was conducted from September to December 2024. This time frame was chosen to observe and analyze any developments or patterns relevant to the variables being studied. Data collection was carried out using a questionnaire, which was distributed after obtaining approval from the academic advisor and completing the proposal examination. Feedback received during the proposal defense was used to refine the research design, ensuring that the questionnaire would serve as an effective tool for primary data collection.

The research includes several key variables: employee performance as the dependent variable, compensation and work-life balance as independent variables, and motivation as the intervening variable. Each variable was operationally defined and broken down into specific dimensions and indicators based on existing literature, such as Sedarmayanti (2019) for compensation and Berk & Gundogmus (2018) for work-life balance. These definitions guided the development of questionnaire items, which were constructed using a Likert scale to measure respondent agreement on a five-point scale.

Data analysis involved several stages, starting with validity and reliability testing. Validity was assessed using Pearson correlation coefficients with SPSS software, ensuring that all items were significantly correlated with the total score and thus valid. Reliability was tested using Cronbach's Alpha, with all variables exceeding the 0.70 threshold, indicating high internal consistency. These steps ensured that the instruments used were both accurate and dependable, setting a strong foundation for the subsequent hypothesis testing and statistical analysis.

4. Empirical Findings/Result

Research Data Description

This study aims to determine the extent to which compensation and work-life balance affect employee performance, with motivation as a mediating variable, at PT Alam Batu Beach Bungalow. The subjects of this study consisted of all employees at the company, and data were collected through the distribution of questionnaires directly to the respondents. The data description includes an overview of respondent characteristics such as gender, education level, and length of service. Based on Table 4.1, the respondents comprised 52.9% male (27 individuals) and 47.1% female (24

individuals), indicating that male respondents slightly outnumbered female ones. Regarding education level, 5 respondents had completed junior high school, 27 had completed senior high school or vocational school (SMA/SMK), 10 held diplomas, and 9 were university graduates, indicating that most respondents had a senior high school/vocational education background. Regarding work experience, 7 respondents had been employed for 1–2 years, 27 for 3–5 years, and 17 for 6–10 years, suggesting that the majority had worked at the company for 3–5 years.

Descriptive Statistical Analysis

Descriptive statistical analysis was performed to provide an overview of the data, including minimum, maximum, mean, and standard deviation values. The compensation variable (X1), measured using a 5-item questionnaire completed by 51 respondents, had a minimum score of 24 and a maximum of 40, with an average of 34.25 and a standard deviation of 4.93, indicating a generally high compensation level. The work-life balance variable (X2), measured using 8 items, showed a similar trend with a mean of 34.02 and a standard deviation of 4.64. The motivation variable (Z), measured with 9 items, had an average score of 42.69 and a standard deviation of 5.96, indicating a high level of motivation. Lastly, the employee performance variable (Y), based on 8 items, had a mean of 43.08 and a standard deviation of 5.45, suggesting relatively high performance. Across all variables, standard deviations showed consistent data distribution.

Classical Assumption Testing

1. **Normality Test:** A normality test using the One-Sample Kolmogorov-Smirnov method was conducted. The results (Asymp. Sig. = 0.200) indicate that the data are normally distributed, as the significance value exceeds 0.05.
2. **Multicollinearity Test:** Multicollinearity was assessed by evaluating tolerance and Variance Inflation Factor (VIF) values. All tolerance values were above 0.10 (Compensation = 0.521, Work-Life Balance = 0.827, Motivation = 0.486), and all VIF values were below 10 (Compensation = 1.921, Work-Life Balance = 1.209, Motivation = 2.059), indicating the absence of multicollinearity among the independent variables.
3. **Heteroscedasticity Test:** Heteroscedasticity was examined using the Spearman rank correlation method. Based on Table 4.5, all significance values exceeded 0.05, confirming that there is no heteroscedasticity. This means there is no significant correlation between the residuals and the independent variables, and any increase in data scale does not lead to a corresponding increase in error variance.

Path Analysis

This study employs a quantitative approach, survey method, and path analysis technique. Variables in path analysis consist of exogenous and endogenous variables. To examine the effect of intervening variables, path analysis is used. According to Noor, path analysis describes the relationship/influence between independent variables, intervening variables, and dependent variables in which researchers

explicitly define that one variable causes another, usually presented in a diagram. The results of the Structural Path Analysis 1 in this study are presented in Table 1 below:

Table 1. Results of Structural Path Analysis 1

Model	Coefficients ^a				
	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
B	Std. Error	Beta			
1 (Constant)	6.757	5.133		1.316	.194
Compensation (X1)	.728	.127	.602	5.712	.000
Work-Life Balance (X2)	.319	.133	.367	2.398	.020

Source: Processed Data, 2025

Based on the results of Structural Model 1, the following interpretations can be made:

1. The significance value of the Compensation (X1) variable is 0.000 (<0.05) with a positive coefficient of 0.602, indicating that Compensation has a significant effect on Motivation (Z).
2. The significance value of the Work-Life Balance (X2) variable is 0.020 (<0.05) with a positive coefficient of 0.367, indicating that Work-Life Balance significantly influences Motivation (Z).

Table 2. Results of Structural Path Analysis 2

Model	Coefficients ^a				
	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
B	Std. Error	Beta			
1 (Constant)	2.774	4.966		.559	.579
Compensation (X1)	.245	.204	.203	1.203	.235
Work-Life Balance (X2)	.218	.129	.173	1.697	.096
Motivation (Z)	.557	.191	.510	2.914	.005

Source: Processed Data, 2025

From the results of Structural Model 2, the following can be interpreted:

1. The coefficient value for the Compensation (X1) variable is 0.203, indicating that Compensation affects Employee Performance (Y), thus H1 is accepted.
2. The coefficient value for the Work-Life Balance (X2) variable is 0.173, indicating that Work-Life Balance affects Employee Performance (Y), thus H2 is accepted.
3. The coefficient value for the Motivation (Z) variable is 0.510, indicating that Motivation significantly influences Employee Performance (Y).

Coefficient of Determination (R^2)

The coefficient of determination test is used to measure how well the model explains the variation of the independent variables. This study uses Adjusted R-Square, which is more flexible when additional independent variables are included in the model. The higher the Adjusted R-Square, the better the independent variables explain the variation in the dependent variable. The results of the determination coefficient test in this study are presented in Table 3 as follows:

Table 3. Results of Determination Coefficient Test

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.884	.782	.768	2.62766

Source: Processed Data, 2025

Based on the data in Table 3, the Adjusted R-Square value is 0.768, meaning that the variation in Compensation and Work-Life Balance mediated by Motivation explains 78.2% of the variation in Employee Performance (Y). The remaining 21.8% is influenced by other factors outside the scope of this study that may affect employee performance.

5. Discussion

The results of the study indicate that compensation has a positive influence on employee performance at PT Alam Batu Beach. A well-structured compensation system, which includes base salary, allowances, bonuses, and other incentives, contributes to enhancing employee performance. When employees receive fair and satisfactory compensation, they feel valued for their contributions, which fosters motivation, commitment, and a strong sense of responsibility in carrying out their tasks (Putri & Nugroho, 2023; Santoso & Maharani, 2024). This sense of appreciation leads to improved work quality and productivity. Consequently, the company is encouraged to continuously refine its compensation policies to ensure fairness, competitiveness, and transparency in order to maximize employee potential and maintain a productive work environment (Widjaja, 2022; Sudiantini et al., 2023).

PT Alam Batu Beach Bungalow implements a compensation strategy that includes not only basic salaries but also additional income through tips and service charges. Tips are often provided directly by guests as appreciation for good service, while service charges are collected by the company and distributed among employees according to internal policies. This system reinforces the company's commitment to rewarding employees in proportion to their performance, especially in service-based roles. These additional earnings motivate employees to deliver excellent service, positively impacting customer satisfaction and loyalty (Sukmayuda, Moeins, & Cahyono, 2019; Siddiqi, 2018). Furthermore, such a compensation model supports employee retention and strengthens their sense of belonging within the organization (Syafrizal, 2021).

Work-life balance also emerges as a significant factor influencing employee performance. The study reveals that employees who are able to maintain a balance between their professional responsibilities and personal life tend to perform better.

When employees are granted flexibility and organizational support to manage both spheres effectively, they experience greater job satisfaction, higher motivation, and reduced stress levels (Talip et al., 2020; Udin, 2023). In the hospitality industry, where workloads can intensify during peak seasons, maintaining work-life balance becomes essential. PT Alam Batu Beach demonstrates awareness of this by accommodating fair scheduling, sufficient rest periods, and attention to employee well-being to ensure sustainable productivity (Putri & Nugroho, 2023).

A unique aspect of work-life balance at PT Alam Batu Beach is its cultural context. For Balinese Hindu employees, balance extends beyond personal and professional life to include community and religious responsibilities such as *ngayah*—voluntary service in traditional or spiritual activities. Recognizing and respecting this cultural obligation is essential in promoting holistic well-being. Employees who are supported in fulfilling their communal duties are likely to experience inner peace and heightened job satisfaction, which positively impacts their work performance (Suryadi, 2020; Susilo, Jufrizen, & Khair, 2023).

The study further identifies motivation as a mediating variable in the relationship between compensation and performance. Adequate compensation enhances employee motivation, which in turn drives better performance outcomes (Santoso & Maharani, 2024; Rahmawati & Prasetyo, 2022). This indicates that compensation goes beyond financial benefits—it also serves as a psychological stimulus. Employees who perceive their compensation as fair and aligned with their efforts are more likely to develop intrinsic motivation, which fuels their desire to work harder, be more accountable, and achieve organizational goals more effectively (Sumantri et al., 2022; Siddiqi, 2018).

The compensation structure at PT Alam Batu Beach, which includes base pay, service incentives, and performance-based rewards, addresses not only financial needs but also psychological and emotional well-being. Motivated employees are more disciplined, productive, and committed to maintaining high service standards. In a hospitality setting, where customer satisfaction and employee demeanor are closely linked, motivation plays a critical role in shaping performance outcomes (Rahmawati & Prasetyo, 2022; Widjaja, 2022).

In conclusion, the study emphasizes the interconnectedness between compensation, motivation, work-life balance, and performance. Each factor reinforces the others in a cycle that supports continuous improvement and employee development. For PT Alam Batu Beach, the implementation of a comprehensive and culturally sensitive compensation and work policy not only enhances individual performance but also strengthens organizational effectiveness. Sustaining such practices will be vital for long-term success in the competitive hospitality industry (Putri & Nugroho, 2023; Udin, 2023; Santoso & Maharani, 2024).

6. Conclusions

Based on the results and discussions of this study, it can be concluded that: (1) the Compensation variable (X1) with a coefficient of 0.203 has a positive effect on Employee Performance (Y), indicating that compensation significantly enhances employee performance at PT Alam Batu Beach. (2) The Work-Life Balance variable (X2) with a coefficient of 0.173 also positively influences Employee Performance, showing that maintaining work-life balance contributes to better performance. (3) The direct effect of Compensation (X1) on Performance (Y) is 0.203, while the indirect effect through Motivation (Z) is 0.307 (0.602×0.510), indicating that motivation mediates the influence of compensation on performance. (4) The direct effect of Work-Life Balance (X2) on Performance (Y) is 0.173, while the indirect effect through Motivation (Z) is 0.187 (0.367×0.510), confirming that motivation also mediates the relationship between work-life balance and performance at PT Alam Batu Beach.

For PT Alam Batu Beach, it is recommended to continue enhancing compensation programs and work-life balance strategies to sustainably boost employee motivation and performance. The company could develop performance-based incentive schemes, provide greater work flexibility, and foster a supportive work environment that prioritizes both physical and mental well-being. This approach not only improves productivity but also strengthens long-term employee loyalty. For future researchers, it is advised to include additional variables such as work environment, leadership style, and organizational culture to broaden the scope and representativeness of the study. Conducting research across different industries can also help validate the findings and offer deeper insights into how compensation, work-life balance, and motivation influence performance in various organizational contexts.

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