
**IMPROVING THE PERFORMANCE OF WEB DEVELOPERS AT PT
TERAKORP INDONESIA THROUGH WORK MOTIVATION,
COMPENSATION, AND WORK-LIFE BALANCE**

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Abstract

The performance of web developers plays a crucial role in supporting the success of technology companies, as it is closely related to productivity, system development quality, and the ability to adapt to evolving business needs. This study aims to examine the effects of compensation and work-life balance on work motivation and employee performance, while also investigating the mediating role of work motivation. The research was conducted at PT Terakorp Indonesia, involving 162 web developers selected using a saturated sampling technique. A quantitative research approach was employed, with data analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The findings indicate that both compensation and work-life balance have positive effects on work motivation and employee performance. Work motivation also has a positive and significant effect on employee performance. Furthermore, work motivation successfully mediates the relationships between compensation and employee performance, as well as between work-life balance and employee performance. These findings highlight the importance of managing both financial and non-financial factors to continuously improve the performance of web developers in today's digital organizations

Keywords: Compensation, Work-Life Balance, Work Motivation, Employee Performance, SEM-PLS

INTRODUCTION

The success of an organization in achieving its strategic objectives is greatly influenced by the level of performance demonstrated by its employees, particularly in technology-based industries that demand speed, accuracy, and high-quality work. The performance of web developers in software development results from a combination of technical competence, psychological factors, and supportive working conditions that foster optimal and sustainable productivity (Apriyani et al., 2023).

Employee performance is closely associated with the compensation system implemented within an organization. When discussing compensation, management often focuses primarily on financial aspects, such as basic salaries, bonuses, and project commissions. However, non-financial dimensions are equally important and are frequently overlooked. These include verbal recognition, appreciation of employees' contributions, and clear career development opportunities. Such non-monetary incentives have been shown to address employees' intrinsic needs effectively. When organizations implement fair and objective compensation policies without discrimination, they foster a healthy competitive environment that naturally enhances employee productivity (Saputra & Marlina, 2022).

Work motivation is not solely driven by financial incentives. This phenomenon is particularly evident among web developers, who frequently face demanding project deadlines and intensive system development targets. Under such circumstances, work-life balance becomes a critical factor in supporting employee well-being. Web developers require sufficient flexibility to balance their professional responsibilities with their personal lives. This flexibility may take the form of work-from-anywhere policies, health benefits, and retirement programs. Organizations should anticipate and prevent excessive workloads, as unreasonable work demands can reduce productivity and negatively affect the quality of work outcomes (Hisnidah & Solekah, 2023).

Generous compensation and work-life balance initiatives alone are insufficient without employees' intrinsic motivation. Work motivation directs employees' loyalty, perseverance, and persistence in completing their responsibilities. Motivation may originate from both financial and non-financial sources. Some employees are motivated by financial rewards such as overtime pay and project incentives, whereas others respond more positively to verbal appreciation, career advancement opportunities, flexible working arrangements, or even challenging work environments that stimulate their enthusiasm (Komara & Al Giffari, 2023).

Motivated employees tend to demonstrate greater discipline, produce higher-quality work, and complete their responsibilities more effectively. Conversely, declining motivation often results from work-related stress, a lack of appreciation, and the erosion of personal boundaries, all of which significantly reduce employee productivity. If left unmanaged, these psychological conditions may eventually lead to severe burnout. Such challenges are common within the digital industry, especially among web developers who are required to sustain high levels of concentration and cognitive effort continuously (Mustika et al., 2024).

This study does not evaluate employee performance solely based on quantitative indicators. Instead, it adopts a broader perspective by examining work quality, efficiency, creativity, autonomy, responsibility, and collaborative capability. Successful performance is

not merely reflected in meeting deadlines but also in maintaining work quality, solving problems effectively, and making meaningful contributions to organizational sustainability (Aryanti et al., 2025).

Previous studies have demonstrated that compensation and work-life balance influence employee performance both directly and indirectly through work motivation. These findings highlight the importance of balancing financial and non-financial factors in improving employee performance (Febriani & Setiawan, 2024).

PT Terakorp Indonesia is currently operating under considerable pressure. The technology industry is evolving rapidly, requiring the company to continuously improve employee performance to remain competitive. However, the actual situation differs from theoretical expectations. Employee productivity has not yet reached the desired level despite the company's substantial investment in compensation programs, including overtime payments, project bonuses, verbal recognition, and promotion opportunities. Nevertheless, these incentives have not been sufficient to maintain stable employee motivation. Employee commitment and morale continue to fluctuate, causing the company to fall short of achieving several strategic objectives. This situation suggests that the existing compensation system may no longer align with employees' current needs.

Additional internal challenges further complicate the situation. Although PT Terakorp Indonesia has implemented several work-life balance initiatives, including retirement benefits, employee allowances, and work-from-anywhere arrangements, these policies have created unintended consequences. Increased flexibility has led many employees to experience excessive workloads, blurring the boundaries between work and personal life. As employees expend more energy beyond regular working hours, their job satisfaction declines, gradually reducing intrinsic motivation and overall work quality.

This situation reveals a substantial gap between management's expectations and workplace realities. While management expects productive teams, high-quality performance, and strong collaboration, employees frequently fail to achieve performance targets, work quality fluctuates, and creativity remains limited. These conditions indicate that insufficient work motivation has become the underlying issue affecting employee performance.

Integrating compensation policies with work-life balance initiatives to improve work motivation at PT Terakorp Indonesia is a complex human resource challenge. This complexity underscores the importance of conducting this research. The study investigates the effects of compensation and work-life balance on employee performance while positioning work motivation as a mediating variable. Ultimately, the findings are expected to provide practical recommendations for organizational leaders in redesigning comprehensive employee management strategies.

The issues experienced by PT Terakorp Indonesia are not entirely new. Previous research consistently suggests that employee performance is influenced by compensation, work-life balance, and work motivation. However, PT Terakorp Indonesia presents a unique case. Despite providing various employee support facilities, staff productivity remains stagnant. This contradiction represents a significant research gap that warrants further investigation.

Employee performance in the digital industry is influenced not only by technical competence or programming skills but also by the quality of the work environment and employees' psychological well-being (Apriyani et al., 2023). This observation accurately reflects the conditions experienced by web developers at PT Terakorp Indonesia, who work under continuous pressure to meet demanding targets. Although equitable compensation should ideally enhance employee motivation (Saputra & Marlina, 2022), the company's current compensation and benefit system has not succeeded in significantly improving employee enthusiasm. This discrepancy between established theory and organizational reality forms one of the primary motivations for this research.

Previous studies have also indicated that deteriorating work-life balance inevitably reduces employee performance (Hisnidah & Solekah, 2023). At PT Terakorp Indonesia, flexible work arrangements have unintentionally resulted in excessive working hours, negatively affecting employees' mental health and work performance. This case demonstrates that work-life balance policies become ineffective if their implementation encourages excessive workloads instead of protecting employee well-being.

Similarly, compensation and favorable working conditions cannot automatically improve performance without sufficient work motivation (Komara & Al Giffari, 2023; Mustika et al., 2024). At PT Terakorp Indonesia, unstable employee motivation and consistently unmet organizational targets indicate that the company's compensation and work-from-anywhere policies have not successfully translated into improved daily performance.

This situation represents an organizational anomaly. According to previous studies, compensation and work-life balance should substantially influence employee performance (Febriani & Setiawan, 2024). The discrepancy between theoretical expectations and organizational reality highlights the urgency of this research. The relationships among these variables need to be re-examined to identify practical solutions that can effectively improve employee performance.

These inconsistencies between theory and practice provide the foundation for this study. The research focuses on improving the performance of web developers at PT Terakorp Indonesia by examining the roles of work motivation, compensation, and work-life balance. This approach is intended to identify and measure the relationships among these variables in enhancing employee productivity.

REVIEW OF LITERATURE

Employee Performance

Employee performance evaluation extends far beyond measuring quantitative outputs. It reflects the overall quality of work, operational efficiency, and effective time management (Aryanti et al., 2025). This complexity is particularly evident in the technology industry, especially among web developers who face demanding application release schedules, the need for clean and accurate code, and intensive cross-functional collaboration (Apriyani et al., 2023).

Accordingly, this study does not rely on rigid performance indicators. Instead, performance is assessed based on employees' daily operational activities, including work

discipline, bug minimization, task execution efficiency, and individual responsibility. In addition, creativity in solving technical problems, teamwork, initiative, and resilience to chronic burnout are examined as important dimensions of employee performance.

Compensation

Organizations are required to provide fair compensation as remuneration for employees' contributions. Compensation includes both financial rewards and non-financial recognition (Saputra & Marlina, 2022), such as salaries, overtime pay, project commissions, verbal appreciation, and career advancement opportunities. Compensation policies should be fair and competitive within the industry, as equitable remuneration has been proven to foster a positive work environment and improve team performance (Komara & Al Giffari, 2023).

This study evaluates compensation based on employees' daily experiences rather than rigid indicators. Financial compensation is assessed through the fairness of overtime pay and project bonuses, while non-financial compensation focuses on employees' psychological needs, including verbal recognition and transparency in promotion opportunities.

Work-Life Balance

Work-life balance plays a crucial role in maintaining employees' mental and physical well-being. When employees have insufficient time for their personal lives, their performance tends to decline (Hisnidah & Solekah, 2023). Achieving an appropriate work-life balance requires organizational support through internal policies, including employee benefits, retirement programs, and flexible working arrangements such as work-from-anywhere policies (Febriani & Setiawan, 2024). Conversely, excessive workloads may reduce intrinsic motivation and permanently impair employee performance.

Based on this perspective, the study measures work-life balance using four empirical indicators. Financial aspects include the availability of employee allowances to reduce financial stress and retirement programs to ensure long-term security. Non-financial aspects focus on work-from-anywhere flexibility and the extent of employee overwork, enabling the study to assess the impact of work demands on employees' personal lives.

Work Motivation

Work motivation is the primary driving force that influences employee loyalty, perseverance, and resilience in dealing with workplace challenges. Motivation originates from both internal factors and external workplace conditions (Komara & Al Giffari, 2023). External motivational factors can be categorized into financial and non-financial dimensions (Mustika et al., 2024). Financial aspects include basic salaries, bonuses, project incentives, employee allowances, and retirement benefits, whereas non-financial aspects consist of verbal appreciation, recognition of achievements, career advancement opportunities, and a supportive work environment.

Accordingly, this study measures work motivation through employees' daily operational experiences. Financial motivation is evaluated through overtime compensation, project commissions, employee allowances, and retirement benefits. Non-financial motivation is assessed through verbal recognition, promotion opportunities, work-from-anywhere flexibility, and the psychological effects of excessive workloads.

Conceptual Framework

A well-defined conceptual framework is essential for understanding the factors that

improve employee performance. This study proposes a framework consisting of four interconnected variables. Compensation serves as the first independent variable, while work-life balance represents the second independent variable. Work motivation functions as the mediating variable that links both independent variables to employee performance, which serves as the dependent variable.

The relationships among these variables are examined through several direct and indirect paths. Compensation is expected to enhance employees' work motivation, while work-life balance is also expected to strengthen motivation. Subsequently, work motivation is anticipated to improve employee performance. In addition, the framework investigates the indirect effects of compensation and work-life balance on employee performance through work motivation as the mediating variable.

Research Hypotheses

Based on the relevant theories and empirical findings from previous studies, the hypotheses proposed in this research are as follows:

1. **H1:** Compensation has a positive effect on employee work motivation.
2. **H2:** Work-life balance has a positive effect on employee work motivation.
3. **H3:** Work motivation has a positive effect on employee performance.
4. **H4:** Compensation has a positive effect on employee performance.
5. **H5:** Work-life balance has a positive effect on employee performance.
6. **H6:** Compensation has an indirect positive effect on employee performance through work motivation.
7. **H7:** Work motivation mediates the relationship between compensation and employee performance.
8. **H8:** Work motivation mediates the relationship between work-life balance and employee performance.

Research Model

As the basis for analyzing the relationships among compensation, work-life balance, work motivation, and employee performance, the conceptual research model used in this study is illustrated in the following figure.

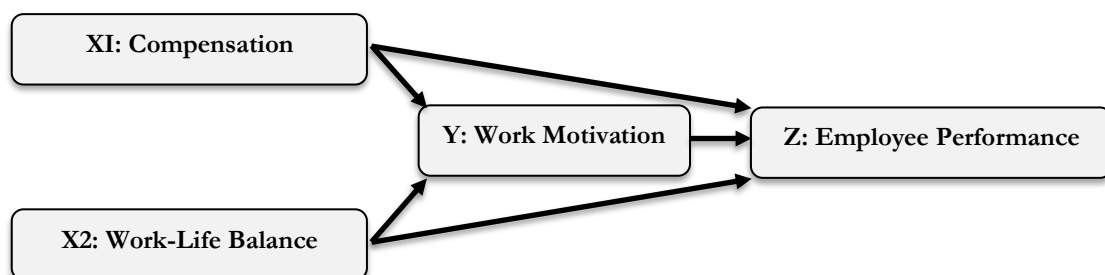


Figure 1.
The Author's Conceptual Research Model
Source: processed by the Author 2026.

RESEARCH METHOD

This research employed quantitative methods, using descriptive and verification methods, to analyze the impact of compensation and work-life balance on employee performance, using work motivation as a mediating variable. The scientific data collection procedure was conducted at PT Terakorp Indonesia, involving 162 respondents, all of whom were active web developers who had worked for a minimum of three months or had successfully completed their probationary period. Respondents were selected using a saturation sampling technique, so all web developers who met the criteria were included in the study sample.

Table 1.
Respondent Profile as a Web Developer

Category	Option	Number of Respondents	Percentage
Employee Gender	Male	108	66.70%
	Female	54	33.30%
	Total	162	100%
Employee Age	< 25 Years	38	23.50%
	25–30 Years	71	43.80%
	31–35 Years	36	22.20%
	> 35 Years	17	10.50%
	Total	162	100%
Employee Length of Service	< 1 Year	25	15.40%
	1–3 Years	72	44.40%
	4–6 Years	41	25.30%
	> 6 Years	24	14.80%
	Total	162	100%
Employee Division	Service Delivery	52	32.10%
	IT Security System	29	17.90%
	Helpdesk & Support	34	21.00%
	Research & Development	47	29.00%
	Total	162	100%

Source: processed by the author in 2026.

The data used in this study include primary and secondary data. Primary sources were obtained directly through questionnaire distribution, interviews, and observations with respondents. Secondary sources were collected through various supplementary literature, such as corporate files, reference literature, and relevant scientific publications on the topic of study. Variable operationalization was applied using a five-level Likert scale, with response options ranging from strongly disagree to strongly agree.

Data testing was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique using SmartPLS 4 software. The analysis stages included assessing the measurement model (outer model) through validity and reliability estimates, and

assessing the structural model (inner model) using the coefficient of determination (R^2), predictive relevance (Q^2), hypothesis verification, and mediation impact estimates. This procedure was applied because it allows for simultaneous analysis of correlations between variables while also testing the contribution of work motivation as a mediating variable in the established research framework.

RESULT AND DISCUSSION

This study involved 162 web developers working at PT Terakorp Indonesia as a sample. All participants met the research qualifications, namely being active employees with a minimum service duration of three months or successfully completing a probationary period. These parameters were applied to ensure that participants had a comprehensive understanding of the corporate compensation scheme, work-life balance implementation, work motivation, and the performance dimensions that were the focus of the study.

This section presents the findings of an empirical investigation regarding the relationship between compensation, work-life balance, work motivation, and web developer performance at PT Terakorp Indonesia. The test was conducted based on primary data collected from 162 respondents and then evaluated using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the assistance of SmartPLS software.

Convergent validity was evaluated through analysis of outer loading scores and Average Variance Extracted (AVE). Referring to Hair et al. (2022), an indicator is considered to have achieved convergent validity if its loading factor and AVE exceed 0.50. The calculation output shows that all indicators meet the standards, as reflected by the loading factor values above the standard threshold. The range of loading factor values for each construct is presented below:

Construct Validity and Reliability Evaluation (Outer Model)

Referring to the outer model estimation, all indicators have loading factor values above 0.70, meeting the convergent validity requirement. Each AVE score is above 0.50, meeting the convergent validity requirement. These findings demonstrate that all constructs have a very good degree of reliability.

Convergent Validity Test

The SmartPLS calculation output shows that all indicators have loading factor values ranging from 0.718 to 0.903 and AVE scores above 0.50. Therefore, all indicators are considered valid and capable of representing the constructs estimated in this study.

Table 2. Validity Test in Outer Model Evaluation.

Variable	Loading Factor Range	AVE	Composite Reliability	Cronbach's Alpha	Criteria
Compensation	0.741–0.866	0.647	0.917	0.892	Valid
Work–Life Balance	0.733–0.891	0.683	0.928	0.904	Valid
Work Motivation	0.718–0.879	0.662	0.931	0.914	Valid
Employee Performance	0.752–0.903	0.701	0.944	0.936	Valid

Source: SmartPLS v.4.1.1.8 Output (2026)

Construct Reliability Test

Referring to the estimation output, all constructs achieved Composite Reliability and Cronbach's Alpha scores exceeding the threshold of 0.70. Therefore, all variables were deemed reliable, reflecting the research instrument's ability to provide consistent and credible assessments for each observed construct.

Table 3.
Reliability Test in Outer Model Evaluation

Variable	CR	Cronbach Alpha
Compensation	0,917	0,892
Work-Life Banalce	0,928	0,904
Work Motivation	0,931	0,914
Employee Performance	0,944	0,936

Source: Output SmartPLS v.4.1.1.8 (2026)

Inner Model Evaluation (Structural Model) Coefficient of Determination (R^2)

The results of the structural model evaluation show an R^2 value for the work motivation variable of 0.682. This finding indicates that compensation and work-life balance contribute to explaining 68.2% of the variation in work motivation, while the remaining 31.8% is influenced by other variables not included in the research model. This value falls into the substantial category. Furthermore, the employee performance variable obtained an R^2 value of 0.791, meaning that compensation, work-life balance, and work motivation explain 79.1% of the variation in employee performance, while the remaining 20.9% is explained by factors outside the model. These results indicate that the model has a very strong level of explanatory power for employee performance variables.

The structural model estimation output shows an R^2 score for the work motivation variable of 0.682. This result reflects that compensation and work-life balance contribute to explaining 68.2% of the variability in work motivation, while the remaining 31.8% is determined by other variables outside the model. This figure is considered substantial. Furthermore, the employee performance variable achieved an R^2 score of 0.791, indicating that compensation, work-life balance, and work motivation can explain 79.1% of employee performance variability, while the remaining 20.9% is explained by other determinants outside the framework. This finding demonstrates that the model has a very strong degree of explanatory power for employee performance variables.

Table 4.
Coefficient of Determination (R^2) in the Inner Model Evaluation.

Variable Endogen	R^2
Work Motivation	0,682
Employee Performance	0,791

Source: SmartPLS v.4.1.1.8 Output (2026)

Predictive Relevance (Q^2)

A Q^2 value greater than 0 indicates that the model has good predictive capacity. Therefore, the model is considered capable of comprehensively representing and estimating the correlations between variables in the study.

Table 5.
Predictive Relevance (Q^2) in Inner Model Evaluation.

Variable Endogen	Q^2
Work Motivation	0,447
Employee Performance	0,566

Source: SmartPLS v.4.1.1.8 Output (2026)

Hypothesis (Relationship between Variables)

H1. The Effect of Compensation on Work Motivation

The estimated output shows that compensation has a positive and significant impact on work motivation ($\beta = 0.421$; $p = 0.000$). This finding reflects that employee compensation augmentation can stimulate increased work motivation. For web developers, representative compensation represents corporate recognition for their contributions, which can boost enthusiasm in completing responsibilities.

H2. The Effect of Work-Life Balance on Work Motivation

Work-life balance was confirmed to have a positive and significant impact on work motivation ($\beta = 0.436$; $p = 0.000$). This finding demonstrates that the balance between professional workload and personal activities plays a crucial role in increasing employee work motivation. A work atmosphere that supports this harmony stimulates staff to execute tasks more conduively and enthusiastically.

H3. The Effect of Work Motivation on Employee Performance

The hypothesis was confirmed by showing that work motivation has a positive and significant impact on employee performance ($\beta = 0.458$; $p = 0.000$). This result reflects that staff with high work drive have the potential to deliver superior work quality and productivity compared to employees with lower levels of motivation.

H4. The Effect of Compensation on Employee Performance

Compensation demonstrated a positive and significant impact on employee performance ($\beta = 0.231$; $p = 0.004$). This finding reflects that providing representative rewards can stimulate performance augmentation through the emergence of a sense of recognition and responsibility for the tasks executed.

H5. The Effect of Work-Life Balance on Employee Performance

Work-life balance has a positive and significant impact on employee performance ($\beta = 0.214$; $p = 0.009$). This status indicates that optimal alignment between occupational and personal activities can facilitate employee attention retention, reduce professional burnout, and increase efficiency in completing assignments.

H6. Indirect Effect of Compensation on Employee Performance

The calculation output shows that compensation contributes to an indirect impact on employee performance through work motivation. This result reflects that compensation

escalation can stimulate work motivation, which in turn leads to improved employee performance.

H7. The Role of Work Motivation in Mediating the Effect of Compensation on Employee Performance

Work motivation was confirmed to mediate the correlation between compensation and employee performance with a VAF score of 45.52%. This finding indicates that half of the impact of compensation on performance is transmitted through work motivation escalation, thus motivation acts as a crucial instrument strengthening the correlation between the two variables.

H8. The Role of Work Motivation in Mediating the Effect of Work-Life Balance on Employee Performance

Work motivation was also confirmed to mediate the correlation between work-life balance and employee performance, with a VAF score of 48.31%. This result reflects that achieving optimal work-life balance can increase work motivation, which in turn has implications for augmenting employee performance.

Table 6.
Hypothesis Testing Results.

Hypothesis	Relationship Between Variables	Original Sample (β)	T Statistics	P Values	Decision
Direct Effect Hypothesis Testing					
H1	Compensation → Work Motivation	0.421	6.284	0.000	Accepted
H2	Work–Life Balance → Work Motivation	0.436	6.821	0.000	Accepted
H3	Work Motivation → Employee Performance	0.458	7.124	0.000	Accepted
H4	Compensation → Employee Performance	0.231	2.918	0.004	Accepted
H5	Work–Life Balance → Employee Performance	0.214	2.637	0.009	Accepted
Indirect Effect Hypothesis Testing					
H6	Compensation → Employee Performance (Total Effect)	0.424	5.733	0.000	Accepted
H7	Compensation → Work Motivation → Employee Performance	0.193	4.786	0.000	Accepted
H8	Work–Life Balance → Work Motivation → Employee Performance	0.200	5.013	0.000	Accepted

Sumber: Output SmartPLS v.4.1.1.8 (2026).

Discussion

Referring to the results of the measurement model estimation (outer model), all research indicators showed loading factor scores exceeding 0.70, which supports convergent validity criteria. The indicator with the highest loading factor was Z8 (Resilience/Work Resilience), with a value of 0.903. These results demonstrate that employee capacity to

overcome professional stress and obstacles is the most important parameter representing the employee performance construct. Meanwhile, indicator Y1 (Motivation Due to Financial Incentives) achieved the lowest loading factor score, at 0.718. However, this score remains above the predetermined standard threshold, confirming its validity in estimating the observed construct.

The output of the structural model estimation (inner model) shows that the strongest correlation was found in the variable of work motivation on employee performance, with a path coefficient (β) of 0.458. This finding reflects that escalating work motivation is the most significant determinant in stimulating the augmentation of web developer performance at PT Terakorp Indonesia. In contrast, the correlation between work-life balance and employee performance showed the lowest path coefficient score, namely 0.214. Nevertheless, work-life balance still has a positive impact on employee performance. This result proves that the performance augmentation agenda should be prioritized on intensifying work motivation, without negating the significance of the actualization of work-life balance as a supporting element in constructing a productive and sustainable work atmosphere. The entire output estimation in this study was obtained through Structural Equation Modeling–Partial Least Squares (SEM-PLS) computation assisted by SmartPLS software.

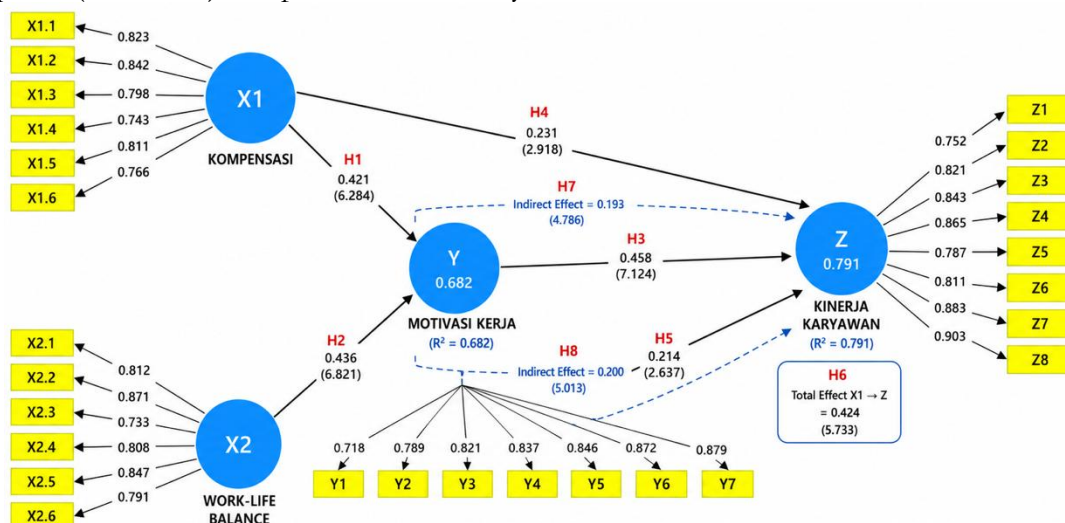


Figure 2.
SmartPLS data analysis results
Source: SmartPLS v.4.1.1.8 output (2026)

CONCLUSION

The measurement model estimation output shows that the Pension Program/Future Security indicator (X2.2) contributes the largest contribution to representing the work-life balance variable. This finding reflects that long-term prosperity security is the most prioritized element for web developers at PT Terakorp Indonesia in constructing harmony between occupational and personal activities. Conversely, the Work Flexibility (Work From Anywhere/WFA) indicator (X2.3) contributes relatively less than the other parameters,

indicating that professional flexibility is not yet a primary concern in constructing work-life balance perceptions for research participants.

For the dependent construct, Resilience or Job Tenacity (Z8) is the most important parameter representing employee performance. This finding demonstrates that the capacity to adapt to professional pressures, technological dynamics, and project expectations are crucial factors in supporting web developer performance. Meanwhile, the Motivation Due to Financial Incentives indicator (Y1) contributes the smallest contribution to the estimated construct. These results reflect that employee motivation is not solely based on financial rewards, but is also determined by various other aspects, such as career acceleration opportunities, recognition for professional contributions, and a conducive work environment.

The structural model estimation output shows that compensation and work-life balance have a positive and significant impact on employee motivation and performance. Furthermore, confirmed work motivation acts as a mediating variable, strengthening the impact of both variables on performance. These findings confirm that augmenting web developer performance can be realized through the integration of a representative compensation scheme, effective work-life balance implementation, and a corporate agenda to continuously increase employee motivation.

Recommendations

Referring to the research findings, the Pension Program/Future Security indicator (X2.2) plays the largest role in representing work-life balance. Therefore, PT Terakorp Indonesia must maintain the continuity of its existing long-term prosperity program and formulate a variety of work protection programs that can provide certainty and a sense of security for employees. This agenda is crucial for maintaining professional comfort and strengthening employee commitment to the corporation.

On the other hand, the Work Flexibility (Work From Anywhere/WFA) indicator (X2.3) showed a relatively smaller contribution compared to the other parameters. These results can be used as an evaluation tool for management to assess the efficiency of implemented flexible work regulations. Reconstructing a more adaptive work system, supported by maximum technology utilization, is projected to improve employees' perspectives on the harmony of professional and personal activities.

For the dependent variable, the Resilience or Work Resilience indicator (Z8) is the most important element representing employee performance. Therefore, corporations need to continuously strengthen employees' adaptive capacity through competency acceleration programs, education on technological dynamics, and the reconstruction of a work environment that supports individual resilience in overcoming assignment challenges.

Meanwhile, the Motivation Due to Financial Incentives indicator (Y1) had the smallest contribution compared to the other parameters. This status indicates that work motivation is not solely determined by financial elements, but also by psychological factors and the work environment. Therefore, management is recommended to integrate financial compensation schemes with non-financial recognition, in the form of appreciation for achievements, career acceleration opportunities, and expanding employee participation in the organization to stimulate maximum work motivation.

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