

EMPLOYEE BENEFITS AS A MODERATOR OF WORK CONDITIONS AND PERFORMANCE

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ABSTRACT: This study analyzes the effects of work-life balance, working atmosphere, mental health, supervisor leadership, peer support, and job satisfaction on work performance, with employee benefits as a moderating variable among banking employees. Using a quantitative approach and PLS-SEM on 291 respondents, the results show that working atmosphere, mental health, supervisor leadership, peer support, and job satisfaction significantly improve work performance, while work-life balance has no significant direct effect. Employee benefits do not directly affect performance but significantly strengthen all relationships. The findings emphasize the importance of supportive work environments and employee benefits in enhancing performance.

Keywords: Work Performance; Work-Life Balance; Working Atmosphere; Mental Health; Supervisor Leadership; Peer Support; Job Satisfaction; Employee Benefits

INTRODUCTION

Employee performance in the banking sector is a strategic factor that determines organizational success, customer loyalty, and competitive advantage. Increasing competition, performance targets, and rapid technological changes require employees to work effectively in dynamic environments while continuously adapting and innovating. Data from the Financial Services Authority (OJK, 2024) show a significant increase in banking assets and lending in Indonesia from 2020 to 2024, accompanied by a decline in the number of bank branches, indicating a higher workload for employees. There has been a shift from a traditional, shareholder-oriented approach to an employee-centric approach, which emphasizes employee well-being, work-life balance, and supportive working conditions. This approach views employees as strategic partners who need to be empowered and supported.

Previous studies highlight key factors influencing work performance, including work-life balance (Putri & Frianto, 2023; Maharani & Saputro, 2023; Wong et al., 2020), working atmosphere (Ashraf, 2019; Goetz et al., 2016), mental health (Lu et al., 2022; Borowiec & Drygas, 2022), supervisor leadership (Stollberger et al., 2019; Yukl, 2010), peer support (Novillo et al., 2015; Suleiman et al., 2017), and job satisfaction (Susanto et al., 2022; Vayre, 2019). These factors improve motivation, reduce stress, and enhance productivity. Social exchange theory (Blau, 1964) explains that supportive organizational practices lead to reciprocal positive behavior from employees.

Employee benefits, such as financial incentives, health insurance, and flexible work arrangements, further strengthen these relationships (Klonoski, 2016; Laundon et al., 2019). In Bali, particularly Denpasar, the increase in credit distribution reflects economic recovery and intensified banking activities (OJK, 2024), which also contributes to higher employee workload. This study focuses on Denpasar as a representative urban area with high banking activity. It offers novelty by integrating multiple variables within an employee-centric framework and examining the moderating role of employee benefits. The study aims to provide strategic recommendations for banking institutions to develop more adaptive and inclusive workplace policies, ultimately improving employee performance and overall well-being.

THEORETICAL REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) developed by Blau (1964; 2017), explains that social relationships are based on reciprocal exchanges of both material and non-material resources, such as trust and support. It emphasizes principles of reciprocity, fairness, trust, and cost-benefit evaluation. Employees who perceive fair treatment and organizational support tend to respond with higher loyalty and performance, whereas perceived imbalance may reduce motivation and commitment (Blau, 2017).

Work-Life Balance (WLB)

Work-Life Balance (WLB) refers to an individual's ability to balance work responsibilities with personal life, leading to overall well-being and productivity (Lazar et al., 2010; Haar et al., 2014). Effective WLB minimizes role conflict and enhances job satisfaction, motivation, and performance (Putri & Frianto, 2023; Ahmad et al., 2022). Organizations that promote WLB benefit from higher employee retention and productivity (Wong et al., 2020; Oyewobi et al., 2019). Conversely, poor WLB often caused by high workload or techno-stress can lead to emotional exhaustion and decreased performance (Ma et al., 2021; Campo et al., 2021).

Working Atmosphere

Working Atmosphere encompasses physical, social, and psychological workplace conditions that influence employee motivation and performance (Goetz et al., 2015). A positive environment characterized by supportive leadership, clear roles, collaboration, and good physical

conditions enhances job satisfaction and productivity (Goetz et al., 2016; Ashraf, 2019). It also plays a mediating role in strengthening the relationship between leadership support and job satisfaction (Ashraf, 2019).

Mental Health

Mental Health is defined as a state of well-being in which individuals can manage stress, work productively, and contribute to society (WHO, 2022). It involves emotional, cognitive, and behavioral stability (APA, 2018) and reflects an individual's ability to adapt harmoniously to their environment (Zulkarnain & Fatimah, 2019). Good mental health improves motivation, cognitive flexibility, and interpersonal relationships, leading to better work performance. In contrast, poor mental health, such as anxiety, depression, and burnout negatively affects productivity, increases errors, and reduces work quality (Lu et al., 2022; Hennekam et al., 2020).

Supervisor Leadership

Supervisor Leadership refers to a leader's ability to influence, guide, and support employees in achieving organizational goals. Effective leadership enhances motivation, job satisfaction, and overall performance. Different leadership styles such as empowering, servant, and transformational leadership play distinct roles in shaping employee outcomes (Kim et al., 2018). Grounded in Social Exchange Theory (Blau, 1964) and Job Demands-Resources Theory (Demerouti et al., 2001), leadership provides support and resources that improve employee well-being and performance (Nauman et al., 2021). Supportive leadership fosters a positive work culture and higher performance, while toxic leadership reduces job satisfaction and performance (Stollberger et al., 2019; Paais & Pattiruhu, 2020).

Peer Support

Peer Support is defined as emotional, informational, and practical assistance provided by colleagues in the workplace (Dennis, 2003). It plays a crucial role in enhancing psychological well-being, reducing stress, and improving job satisfaction. Peer support also facilitates knowledge sharing, motivation, and problem-solving in high-pressure work environments (Carvello et al., 2019). Based on Social Learning Theory (Bandura & Walters, 1977), employees learn behaviors and skills through interaction with peers, leading to better engagement and performance (Suleiman et al., 2017). Social reinforcement further strengthens behavioral improvement and contributes to higher work performance (Novillo et al., 2015).

Job Satisfaction

Job Satisfaction refers to an employee's positive emotional and cognitive evaluation of their job, influenced by both intrinsic and extrinsic factors (Susanto et al., 2022). According to Social Exchange Theory (Blau, 1964), when organizations provide supportive conditions, employees reciprocate with higher satisfaction and performance (Vayre, 2019). Intrinsic factors include recognition and responsibility, while extrinsic factors include salary and working conditions (Goetz et al., 2015). Herzberg's Two-Factor Theory distinguishes between motivators that increase satisfaction and hygiene factors that prevent dissatisfaction (Goetz et al., 2016).

Work Performance

Work Performance is defined as observable employee behavior that contributes to organizational goals (López-Cabarcos et al., 2022). It reflects how well employees meet expected performance standards (Motowidlo et al., 1997 in López-Cabarcos et al., 2022). Performance is influenced by participation, engagement, and workplace involvement (Soomro et al., 2018), and is typically measured through quality, quantity, efficiency, and adherence to procedures (Werther & Davis, 1985 in Mendis & Weerakkody, 2017).

Employee Benefits

Employee Benefits refer to non-wage compensation provided in addition to salary, including financial incentives and indirect benefits such as health insurance, paid leave, and flexible work arrangements (Klonoski, 2016). The Bureau of Labor Statistics categorizes benefits into paid leave, supplemental pay, retirement benefits, insurance, and legally required benefits. These benefits play a strategic role in improving job satisfaction, organizational commitment, and employee retention, while also increasing motivation, productivity, and engagement (Yamamoto, 2011).

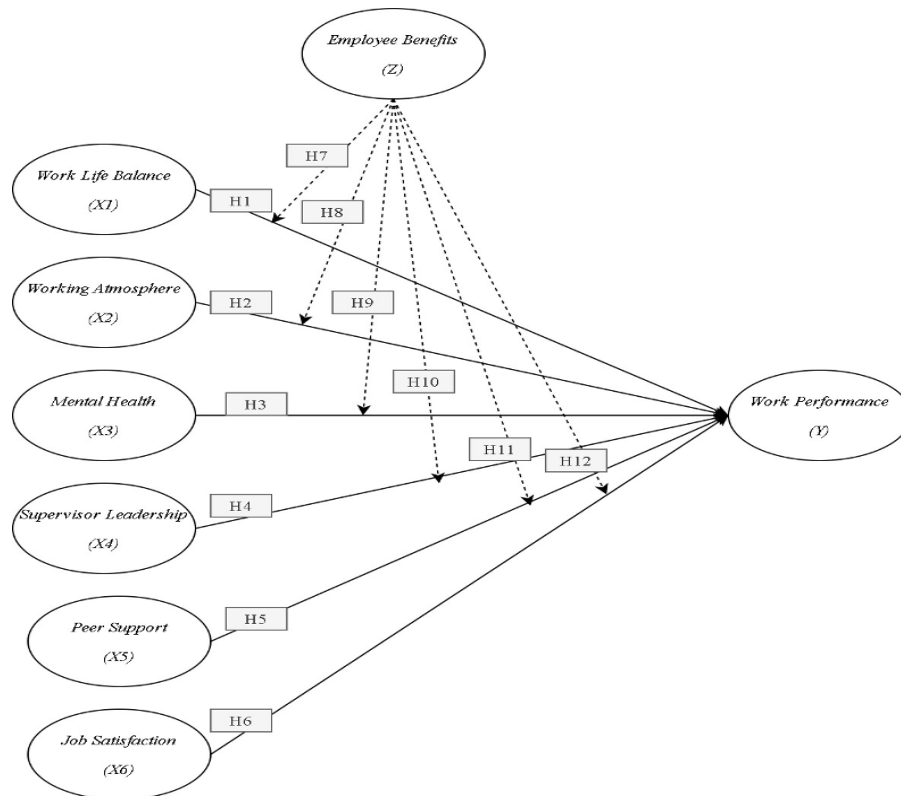


Figure 1. Conceptual Framework;

RESEARCH METHOD

This study employs a quantitative research approach with an explanatory (causal) design, aiming to examine the relationships and causal effects among variables, including work-life balance, working atmosphere, mental health, supervisor leadership, peer support, and job satisfaction on work performance, with employee benefits as a moderating variable. Data are collected using a structured questionnaire distributed to respondents, and the analysis is conducted using statistical methods to test the proposed hypotheses. This approach is appropriate as it allows for objective measurement and analysis of the influence between variables within the research model (Creswell, 2017).

The population of this study consists of all permanent employees of state-owned commercial banks in Denpasar, Bali. Based on employment data as of April 2025, the total population is 1,202 employees. This study uses purposive sampling, where respondents are selected based on specific criteria to ensure relevance to the research objectives (Mahyuni, 2021). The criteria include: (1) employees who have been married for at least one year, and (2) permanent employees of state-owned commercial banks in Denpasar, Indonesia.

RESULTS

The outer loading results indicate that all indicators across each construct have values above 0.70, thereby meeting the criteria for convergent validity. Indicators for Employee Benefits, Job Satisfaction, Mental Health, Peer Support, Supervisor Leadership, Work-Life Balance, Working Atmosphere, and Work Performance all strongly reflect their respective constructs. No indicators fall below the minimum threshold requiring elimination. The high loading values, particularly for Work Performance (approaching 0.90), demonstrate that the research instrument has strong capability in explaining the measured latent variables. Table 1 is presented for the validity and reliability criteria.

Table 1. Composite Validity and Reliability Measurements

Constructs	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
Employee Benefits	0.927	0.933	0.943	0.733
Job Satisfaction	0.896	0.905	0.923	0.706
Mental Health	0.889	0.923	0.914	0.640
Peer Support	0.874	0.882	0.908	0.665
Supervisor Leadership	0.881	0.890	0.909	0.626
Work Performance	0.954	0.956	0.963	0.812
Work-Life Balance	0.903	0.910	0.928	0.720
Working Atmosphere	0.946	0.950	0.953	0.629

Reliability testing shows that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, indicating good internal consistency. The Work Performance variable demonstrates exceptionally high reliability with values exceeding 0.95, reflecting very strong measurement stability. Additionally, the Average Variance Extracted (AVE) values for all variables exceed 0.50, further supporting convergent validity. Overall, the measurement instrument is considered reliable and suitable for further structural analysis. Table 2 expresses the Fornell-Larcker criterion of Discriminant Validity test.

Table 2. Discriminant Validity of Fornell Larcker Criterion

	X1	X2	X3	X4	X5	Y1	Z1	X1.X5	X1.X4	X1.Z2	X1.X3	X1.Z1
X1	0,0504	0,1339	0,0685	0,1018	0,1648	0,3659	0,1513					
X2	-	0,0514	0,3457	0,1606	0,2215	0,0558	0,0750					
X3	0,0514	-	0,0902	0,0842	0,2833	0,2528	0,2864					
X4	0,3457	0,0902	-	0,2752	0,2570	0,0650	0,0660					
X5	0,1606	0,0842	0,2752	-	0,3017	0,0864	0,2972					
Y1	0,2215	0,2833	0,2570	0,3017	-	0,3398	0,2777					
Z1	0,0558	0,2528	0,0650	0,0864	0,3398	-	0,0806					
Z2	0,0750	0,2864	0,0660	0,2972	0,2777	0,0806	-					
X1.X5	0,0687	0,0653	0,0352	0,0357	0,2077	0,0532	0,0309					
X1.X4	0,0155	0,0509	0,0362	0,0411	0,2300	0,0228	0,0918	0,154				
X1.Z2	0,0376	0,0304	0,0909	0,0309	0,2082	0,0313	0,0573	0,193	0,0516			
X1.X3	0,0405	0,0296	0,0217	0,0745	0,2605	0,1522	0,0386	0,173	0,0817	0,3353		
X1.Z1	0,1313	0,1484	0,0462	0,0601	0,3368	0,0487	0,0456	0,036	0,0340	0,1157	0,2993	
X1.X2	0,0678	0,0587	0,0222	0,0748	0,2293	0,1687	0,0365	0,025	0,3121	0,0186	0,0470	0,04315

The discriminant validity test shows that correlations between constructs are low to moderate and do not exceed critical thresholds. This indicates that each variable in the model is conceptually distinct and free from multicollinearity issues. Therefore, each construct is able to explain its respective variable specifically without overlap, strengthening the overall measurement model and confirming that the conceptual framework is well established.

The Q-square value for Work Performance is 0.438, which is greater than zero, indicating good predictive relevance. This suggests that the model not only explains relationships statistically but also has meaningful predictive capability. Exogenous variables show a value of zero as they are not predicted by other constructs. Overall, the structural model demonstrates adequate predictive ability.

Tabel 6. Hasil Uji Q-Square

Constructs	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Benefits	1746	1746	0.000
Job Satisfaction	1455	1455	0.000
Mental Health	1746	1746	0.000
Peer-Support	1455	1455	0.000
Supervisor Leadership	1746	1746	0.000
Work Performance	1746	980	0.430
Work-Life Balance	1455	1455	0.000
Working Atmosphere	3492	3492	0.000

The hypothesis testing results show that most variables have a positive and significant effect on Work Performance, as indicated by t-statistics above 1.96 and p-values below 0.05. Job Satisfaction, Mental Health, Peer Support, Supervisor Leadership, Work-Life Balance, and Working Atmosphere are all significant predictors. However, Employee Benefits do not have a significant direct effect ($t < 1.96$; $p > 0.05$). The Adjusted R-square value of 0.550 confirms model stability after accounting for predictors. Based on PLS-SEM criteria, this falls within the moderate to strong category, indicating good explanatory power, although 43% of the variance is influenced by factors outside the model.

Tabel 4. Summary of Coefficient of Correlation

Paths	Effect	t-value	p-value
Employee Benefits -> Work Performance	-0.053	0.954	0.340
Job Satisfaction -> Work Performance	0.112	2.662	0.008
Mental Health -> Work Performance	0.188	4.259	0.000
Peer Support -> Work Performance	0.158	3.947	0.000
Supervisor Leadership -> Work Performance	0.22	4.913	0.000
Work-Life Balance -> Work Performance	0.305	6.565	0.000
Working Atmosphere -> Work Performance	0.148	3.457	0.001
Employee Benefits x Supervisor Leadership -> Work Performance	0.176	3.251	0.001
Employee Benefits x Peer Support -> Work Performance	0.141	2.829	0.005
Employee Benefits x Working Atmosphere -> Work Performance	0.122	2.628	0.009
Employee Benefits x Mental Health -> Work Performance	0.107	2.113	0.035
Employee Benefits x Work-Life Balance -> Work Performance	0.277	6.094	0.000
Employee Benefits x Job Satisfaction -> Work Performance	0.213	3.895	0.000
Adj. R ² Work Performance		0.550	

DISCUSSION

The findings reveal that work-life balance does not directly translate into improved work performance, suggesting that employees may prioritize organizational targets over personal equilibrium or have adapted to maintain performance despite imbalances. This contradicts the reciprocal assumptions of Social Exchange Theory (Blau, 1964) and prior empirical evidence (Putri & Frianto, 2023; Maharani & Saputro, 2023; Susanto et al., 2022; Ahmad et al., 2022), indicating that the relationship is highly contingent on contextual pressures and organizational norms. In contrast, working atmosphere emerges as a critical enabler of performance, where supportive environments stimulate motivation, engagement, and productivity. This reinforces the logic of Social Exchange Theory, in which favorable organizational conditions are reciprocated through enhanced employee contributions (Blau, 1964; Goetz et al., 2015; Goetz et al., 2016; Goetz et al., 2018; Ashraf, 2019). Similarly, mental health functions as a foundational driver of performance, shaping employees' capacity to manage stress, sustain productivity, and maintain effective interpersonal interactions, consistent with established evidence emphasizing psychological well-being as a prerequisite for optimal work outcomes (WHO, 2022; Hennekam et al., 2020; Lu et al., 2022; Qi et al., 2020). Supervisor leadership further strengthens this dynamic by fostering motivation, commitment, and job satisfaction, confirming that leadership operates not merely as direction but as a relational mechanism of exchange (Blau, 1964; Yukl, 2010;

Stollberger et al., 2019; Haryono & Sulisty, 2020). In parallel, peer support enhances collaboration, knowledge sharing, and emotional stability, while job satisfaction reinforces intrinsic motivation and commitment, both of which translate into improved performance through reciprocal behavioral responses (Blau, 1964; Novillo et al., 2015; Suleiman et al., 2017; Carvello et al., 2019; Dormann & Zapf, 2001; Saari & Judge, 2004; Krishnan et al., 2018; Luthans et al., 2007; Zhao et al., 2019).

The moderating role of employee benefits fundamentally reshapes these relationships by transforming organizational conditions into tangible value for employees. While work-life balance alone lacks direct influence, its effect becomes meaningful when supported by benefits, suggesting that balance requires institutional reinforcement to produce behavioral outcomes. This aligns with Expectancy Theory (Vroom, 1964) and Social Exchange Theory (Blau, 1964), where perceived organizational support enhances effort and performance (Yamamoto, 2011; Hong et al., 1995). A similar amplification occurs across other variables: benefits intensify the impact of working atmosphere by elevating well-being and engagement (Goetz et al., 2016; Ashraf, 2019; Klonoski, 2016; Yamamoto, 2011; Hong et al., 1995), strengthen the role of mental health by reducing stress and stabilizing psychological conditions (WHO, 2022; Hennekam et al., 2020; Lu et al., 2022; Dulebohn et al., 2009; Laundon et al., 2019), and reinforce leadership effectiveness by aligning managerial support with organizational rewards (Yukl, 2010; Stollberger et al., 2019; Haryono & Sulisty, 2020; Yamamoto, 2011; Klonoski, 2016). Moreover, benefits elevate the influence of peer support and job satisfaction by enhancing perceived value, security, and motivation, thereby strengthening the reciprocal exchange between employees and the organization (Blau, 1964; Carvello et al., 2019; Novillo et al., 2015; Dormann & Zapf, 2001; Saari & Judge, 2004; Luthans et al., 2007; Klonoski, 2016; Yamamoto, 2011). These findings position employee benefits not as a peripheral incentive but as a central mechanism that converts organizational and psychological resources into sustained performance outcomes.

CONCLUSION AND FURTHER STUDY

This study demonstrates that employee performance is primarily driven by the interplay of organizational conditions, psychological well-being, and relational support rather than by isolated factors, with work-life balance showing limited direct influence unless institutionally reinforced. Working atmosphere, mental health, supervisor leadership, peer support, and job satisfaction operate as core performance drivers through reciprocal and motivational mechanisms grounded in Social Exchange Theory, while employee benefits function as a pivotal moderator that transforms these conditions into tangible performance outcomes by enhancing perceived organizational support. However, the cross-sectional design and reliance on self-reported data constrain causal interpretation and introduce potential bias, while the sector-specific context limits generalizability. Future research should adopt longitudinal and mixed-method designs and incorporate broader organizational variables to capture dynamic and contextualized performance formation. Practically, organizations should reposition employee benefits as a strategic lever integrated with leadership, work environment, and well-being systems to sustain performance in complex work settings.

ETHICAL DISCLOSURE

All participants provided written informed consent prior to participation. They were informed about the study's purpose, their voluntary participation, the right to withdraw at any time, and the confidentiality of their responses.

CONFLICT OF INTERESTS

The authors declare no conflict of interest.

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