

The Effect of a Hybrid Work Environment on Employee Performance with Motivation as a Moderating Variable at the Department of Manpower, Cooperatives, and Micro, Small, and Medium Enterprises of Serdang Bedagai Regency

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ABSTRACT

This study aims to analyze the effect of a hybrid work environment on employee performance with work motivation as a moderating variable at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency. This research employed a quantitative associative approach. The population consisted of 35 employees, and a saturated sampling technique was applied. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software. The results show that the hybrid work environment does not have a significant effect on employee performance, as indicated by a T-statistic value of 1.149 and a p-value of 0.258, leading to the rejection of the first hypothesis. Work motivation also does not have a significant effect on employee performance, with a T-statistic of 1.839 and a p-value of 0.074, resulting in the rejection of the second hypothesis. Furthermore, work motivation does not moderate the relationship between the hybrid work environment and employee performance, as shown by a T-statistic of 1.082 and a p-value of 0.287, so the third hypothesis is also rejected. Based on these findings, it is recommended that government institutions do not rely solely on hybrid work systems to improve employee performance, but also strengthen supporting factors such as digital competence, performance supervision, task clarity, and organizational policies that align with job characteristics.

Introduction

The Government of Indonesia, through continuous bureaucratic reform policies, encourages public institutions to innovate and optimize human resources in response to rapid technological development and changing work demands. One major strategy adopted is work flexibility, particularly through the implementation of a hybrid working environment that combines working from the office (work from office) and working from home or other remote locations (work from home) (Mariniello et al., 2021). The hybrid

work model emerged as an organizational adaptation to digital transformation and increasing demands for flexibility, especially in the post-COVID-19 era (Arvienu et al., 2024). This shift reflects the evolution of human resource management practices, where employee productivity is no longer measured solely by physical presence but by measurable work outcomes and performance effectiveness (Alya Della Rosa et al., 2025).

Conceptually, a hybrid working environment is not limited to the physical location of work but also encompasses the use of digital technology, communication patterns, and time management that enable employees to remain productive both online and offline (Syafiudin et al., 2022). Robbins and Judge (2019) emphasize that an effective work environment, including a hybrid model, must ensure employee comfort, safety, and adequate facilities to support optimal performance. Furthermore, the hybrid work environment provides greater autonomy for employees in determining how, when, and where work is conducted, contributing to improved job satisfaction, reduced commuting fatigue, and increased concentration and efficiency (Nugroho, 2024). However, despite its advantages, the hybrid work system also presents challenges, such as limited face-to-face interaction, difficulties in supervision, and the risk of declining work discipline if organizational control mechanisms are weak (Mariniello et al., 2021; Arvienu et al., 2024).

In the public sector, particularly in government institutions such as the Department of Manpower, Cooperatives, and Micro, Small, and Medium Enterprises of Serdang Bedagai Regency, the hybrid working environment is part of bureaucratic modernization efforts aimed at maintaining effective public service delivery. The implementation of hybrid work in the public sector requires clear policies, strong technological infrastructure, and increased employee discipline and motivation to ensure accountability and service quality (Pytaloka & Idulfilastri, 2025). Without adequate organizational support, the potential benefits of hybrid work may not be fully realized.

Employee performance plays a central role in determining organizational success, especially in public institutions that directly serve the community. Employee performance refers to the work results achieved by individuals in accordance with their roles and responsibilities within an organization (Afandi, 2018). Mangkunegara (2017) defines performance as the quality and quantity of work achieved by an employee in carrying out assigned tasks, emphasizing that performance is assessed not only by output volume but also by accuracy and timeliness (Mangkunegara, 2017; 2021). Performance is also reflected in observable work behaviors, including discipline, initiative, leadership, honesty, accuracy, and creativity, which collectively contribute to organizational effectiveness (Prayogo & Ismiyati, 2019; Erwansyah et al., 2022).

Furthermore, employee performance is closely linked to the achievement of organizational goals. High employee performance leads to increased productivity and organizational effectiveness, whereas low performance can hinder the achievement of organizational vision, mission, and strategic targets (Syafiudin et al., 2022; Putri Nur Syiva et al., 2023). Therefore, measuring and managing employee performance is essential to

ensure organizational effectiveness, particularly in the context of flexible work systems such as hybrid working arrangements.

Motivation is another critical factor influencing employee performance, especially within a hybrid working environment. Motivation is defined as internal and external drives that influence individuals to act in achieving specific goals (Nur Azizah, 2019). It represents a process that explains the intensity, direction, and persistence of individual effort toward goal attainment (Heryadi & Sukmalana, 2020). Mamitoho et al. (2023) describe motivation as a driving force that creates work enthusiasm, encouraging employees to work effectively, cooperate, and integrate their efforts to achieve satisfaction. Motivation also reflects a set of attitudes and values that influence individuals to pursue goals aligned with both personal and organizational objectives (Murfat et al., 2019).

Motivation can arise intrinsically from within the individual or extrinsically through factors such as recognition, rewards, career opportunities, and a supportive work environment (Nur Azizah, 2019; Murfat et al., 2019). In organizational settings, motivation determines the extent to which employees are willing to exert optimal effort, maintain discipline, and remain committed to organizational goals (Hernawaty, 2021). Employees with high motivation are more capable of adapting to flexible work systems, managing time effectively, and sustaining productivity despite changes in work arrangements (Adha et al., 2019; Nugroho, 2024).

Previous studies indicate that while the work environment significantly influences employee performance, the strength of this relationship is not always consistent (Mahardika et al., 2020). This inconsistency suggests the need to consider motivation as a moderating variable that may strengthen or weaken the relationship between a hybrid working environment and employee performance. Motivation theory supports this view, arguing that individuals with strong intrinsic and extrinsic motivation are better able to achieve optimal performance under varying work conditions (Miskiani & Bagia, 2021).

Based on these theoretical and empirical perspectives, examining the effect of a hybrid working environment on employee performance with motivation as a moderating variable at the Department of Manpower, Cooperatives, and Micro, Small, and Medium Enterprises of Serdang Bedagai Regency is both relevant and necessary. This study aims to provide empirical evidence on how the hybrid working environment influences employee performance and to analyze the role of motivation in strengthening this relationship. The findings are expected to contribute to the development of human resource management theory while also offering practical insights for government institutions in designing effective hybrid work policies and improving employee performance in the modern work era.

Method

This study employs a quantitative associative research approach, which aims to examine the relationships between two or more variables (Sugiyono, 2018). The

quantitative approach is appropriate for testing hypotheses and analyzing causal relationships among variables using statistical methods. In this study, the exogenous variable is the Hybrid Work Environment (X), the endogenous variable is Employee Performance (Y), and the moderating variable is Work Motivation (Z).

The research was conducted at the Department of Manpower, Cooperatives, and Micro, Small, and Medium Enterprises of Serdang Bedagai Regency, located at Jl. Medan–Tebing Tinggi, Firdaus, Sei Rampah District, Serdang Bedagai Regency, North Sumatra 20995. The research was carried out over a three-month period, from October 2025 to December 2025, allowing sufficient time for data collection, processing, and analysis.

The population of this study consisted of all employees working at the Department of Manpower, Cooperatives, and MSMEs of Serdang Bedagai Regency. According to Sugiyono (2017), a population is a generalized area consisting of objects or subjects that have specific qualities and characteristics determined by the researcher for study and conclusion drawing. The total population in this study was 35 employees, all of whom were civil servants (ASN), with no honorary employees. Given that the population size was relatively small, this study employed a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. Therefore, the sample size was equal to the population, totaling 35 employees.

The operational definitions of variables were established to ensure clarity and consistency in measurement. The hybrid work environment (X) is defined as a work model that combines working from the office with working from remote locations such as home (Mariniello et al., 2021). The indicators used to measure the hybrid work environment include workplace flexibility, working time flexibility, regulations for remote working, and provisions for maintaining work–life balance (Mariniello et al., 2021). Work motivation (Z) refers to internal and external drives that encourage individuals to perform tasks with enthusiasm, dedication, and effectiveness (Nur Azizah, 2019). The indicators of work motivation are responsibility, work achievement, opportunities for advancement, recognition of performance, and challenging work, as proposed by Anwar Prabu Mangkunegara (2009:93) cited in Nur Azizah (2019). Employee performance (Y) refers to the level of effectiveness and efficiency with which employees carry out their duties and responsibilities (Afandi, 2018). The performance indicators include quantity of work output, quality of work output, efficiency in task execution, work discipline, initiative, accuracy, leadership, honesty, and creativity (Afandi, 2018).

Data analysis in this study utilized quantitative analysis techniques through Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), using SmartPLS version 3.3.3 software. PLS-SEM was selected due to its suitability for analyzing complex models with small sample sizes and moderating variables. The analysis process involved evaluating both the measurement model (outer model) and the structural model (inner model).

The measurement model evaluation aimed to assess the validity and reliability of the research instruments. Validity testing was conducted to determine whether the questionnaire items were capable of measuring the intended constructs. All indicators for each variable were tested to ensure they accurately reflected the constructs being measured. Reliability testing was performed to assess the consistency and stability of the measurement instruments. Reliability was evaluated using Cronbach's Alpha and Composite Reliability coefficients. According to Sekaran (2014), a construct is considered reliable if both Cronbach's Alpha and Composite Reliability values exceed 0.70.

The structural model evaluation was conducted to examine the hypothesized relationships between exogenous and endogenous constructs (Hair et al., 2017). The inner model was assessed using the bootstrapping method in SmartPLS to obtain statistical estimates. Several criteria were used to evaluate the structural model, including the coefficient of determination (R^2), predictive relevance (Q^2), t-statistics, path coefficients, and model fit. The R^2 value was used to assess the proportion of variance in the dependent variable explained by the independent variables, with values ranging between 0 and 1, where higher values indicate stronger explanatory power (Ghozali, 2016). Predictive relevance was evaluated using the Stone–Geisser Q^2 test, where values greater than zero indicate that the model has good predictive relevance (Ghozali & Latan, 2015).

Hypothesis testing was conducted using t-statistics obtained from the bootstrapping procedure. A hypothesis is accepted if the t-statistic value exceeds the critical value of 1.96 at a 5% significance level (Ghozali & Latan, 2015). Path coefficients were examined to determine the direction of the relationships between variables, where values between 0 and 1 indicate positive relationships and values between 0 and -1 indicate negative relationships. Finally, model fit was assessed using the Normed Fit Index (NFI), where values closer to 1 indicate a better fit between the proposed research model and the ideal model (Ghozali, 2018).

Results and Discussion

Convergent Validity Test Results

The outer model analysis in this study was conducted using the algorithm analysis in **SmartPLS version 3.0** to obtain outer loading values that meet the requirements of validity and reliability. Convergent validity in the measurement model with reflective indicators is evaluated based on the relationship between indicator values and the measured latent constructs. An indicator is considered valid if it has an outer loading value greater than **0.70**. However, in exploratory or developmental research, outer loading values ranging from **0.50 to 0.60** are still acceptable. Based on the results of the outer loading test, several indicators initially showed values below 0.60 and were not statistically significant. Therefore, the final outer loading values of each indicator are presented in the following table.

Table 1 Outer Loading

Indicator	Outer Loading	Remark
Hybrid Work Environment (X1)		
HB1	0.743	Valid
HB2	0.815	Valid
HB3	0.855	Valid
HB4	0.829	Valid
Competence (X2)		
MK1	0.826	Valid
MK2	0.881	Valid
MK3	0.856	Valid
MK4	0.734	Valid
MK5	0.877	Valid
Employee Performance (Y)		
KP1	0.892	Valid
KP2	0.847	Valid
KP3	0.769	Valid
KP4	0.713	Valid
KP5	0.827	Valid
KP6	0.746	Valid
KP7	0.735	Valid
KP8	0.849	Valid
KP9	0.809	Valid

Source: SmartPLS Output, 2025

Based on Table 4.1, it can be explained that all indicators for each research variable have outer loading values above 0.70. This indicates that each indicator is able to properly reflect its latent construct and has met the criteria for convergent validity. For the Hybrid Work Environment (X1) variable, the outer loading values range from 0.743 to 0.855, indicating that all indicators make a strong contribution to forming the hybrid work environment construct and are declared valid. The Competence (X2) variable also shows high outer loading values ranging from 0.734 to 0.881, meaning that all indicators validly represent the competence construct. Furthermore, for the Employee Performance (Y) variable, all indicators have outer loading values above 0.70, ranging from 0.713 to 0.892. This indicates that the employee performance indicators consistently and strongly represent the measured construct. Thus, it can be concluded that all indicators in this study meet the criteria for convergent validity and are suitable for further analysis.

Discriminant Validity Test Results

The next testing stage is discriminant validity, which aims to ensure that each reflective indicator measures its intended construct specifically. This test is based on the principle that an indicator should have a stronger correlation with its own construct than with other constructs. The results of the discriminant validity test using cross-loading values are presented in the following table.

Table 2 Discriminant Validity

Indicator	Employee Performance (Y)	Hybrid Work Environment (X)	Work Motivation (Z)
HB1	0.667	0.743	0.715
HB2	0.747	0.815	0.729
HB3	0.712	0.855	0.782
HB4	0.606	0.829	0.602
KP1	0.892	0.770	0.835
KP2	0.847	0.703	0.737
KP3	0.769	0.621	0.499
KP4	0.713	0.667	0.656
KP5	0.827	0.726	0.768
KP6	0.746	0.528	0.573
KP7	0.735	0.624	0.649
KP8	0.849	0.615	0.759
KP9	0.809	0.674	0.564
MK1	0.692	0.775	0.826
MK2	0.765	0.793	0.881
MK3	0.713	0.767	0.856
MK4	0.708	0.596	0.734
MK5	0.706	0.760	0.877

Source: SmartPLS Output, 2025

Based on Table 4.2, each indicator shows a higher cross-loading value on its respective construct compared to other latent constructs. This indicates that all indicators have the strongest relationship with the variables they are intended to measure. Therefore, it can be concluded that all indicators in this study meet the discriminant validity criteria and are declared valid.

Composite Reliability Test Results

The next stage is construct reliability testing, which is conducted using Composite Reliability values. A construct is considered reliable if it has a Composite Reliability value greater than 0.70. Reliability can also be evaluated using Cronbach's Alpha, where a value

greater than 0.70 indicates good reliability. The results of construct reliability testing are presented in the following table.

Table 3 Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.930	0.941	0.641
Hybrid Work Environment (X)	0.826	0.885	0.659
Work Motivation (Z)	0.891	0.921	0.700

Source: SmartPLS Output, 2025

Based on Table 4.3, all variables have AVE values greater than 0.50, indicating that all constructs meet convergent validity criteria. Furthermore, all variables have Composite Reliability and Cronbach's Alpha values above 0.70, confirming that all constructs are reliable and suitable for further analysis.

Coefficient of Determination (R²) Test Results

The coefficient of determination (R²) test is used to measure the extent to which independent latent variables explain the variance of the dependent variable. The R² results are presented in the following table.

Table 4 R Square Results

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.806	0.788

Source: SmartPLS Output, 2025

The Adjusted R Square value of **0.788 (78.80%)** indicates that the explanatory power of the independent variables on employee performance is categorized as very strong. Meanwhile, the R Square value of **0.806 (80.60%)** indicates that employee performance is explained by the independent variables at 80.60%, while the remaining 19.40% is influenced by other variables outside the research model.

Goodness of Fit Test Results

The Goodness of Fit test is used to assess the suitability of the proposed research model with empirical data. One of the indicators used in SmartPLS is the **Normed Fit Index (NFI)**. A model is considered acceptable if the NFI value approaches 1 and is greater than the SRMR value.

Table 5 Model Fit

	Saturated Model	Estimated Model
SRMR	0.137	0.137
d_ ULS	3.233	3.564
d_ G	2.322	2.322
Chi-Square	761.446	761.446
NFI	0.819	0.819

Source: SmartPLS Output, 2025

Based on Table 4.5, the NFI value of **0.819** is greater than the SRMR value of **0.137**, indicating that the research model has an acceptable level of goodness of fit and is suitable for hypothesis testing.

Hypothesis Testing Results

Hypothesis testing was conducted to examine the relationships among latent constructs. A hypothesis is accepted if the **T-Statistics > 1.96** and **P-Values < 0.05**.

Table 6 Path Coefficients (Direct and Moderating Effects)

No	Relationship	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Decision
H1	Hybrid Work Environment (X) → Employee Performance (Y)	0.322	0.284	0.280	1.149	0.258	Rejected
H2	Work Motivation (Z) → Employee Performance (Y)	0.509	0.536	0.277	1.839	0.074	Rejected
H3	Moderating Effect (X × Z) → Employee Performance (Y)	0.190	0.247	0.176	1.082	0.287	Rejected

Source: SmartPLS Output, 2023

Based on Table 4.6, the Hybrid Work Environment (X) does not have a significant effect on Employee Performance (Y), as indicated by a T-Statistics value of **1.149 < 1.96** and a P-Value of **0.258 > 0.05**, thus H1 is rejected.

Similarly, Work Motivation (Z) does not significantly affect Employee Performance (Y), with a T-Statistics value of $1.839 < 1.96$ and a P-Value of $0.074 > 0.05$, leading to the rejection of H2.

Furthermore, the moderating effect of Work Motivation on the relationship between Hybrid Work Environment and Employee Performance is not significant, as shown by a T-Statistics value of $1.082 < 1.96$ and a P-Value of $0.287 > 0.05$. Therefore, H3 is rejected.

The hypothesis testing results indicate that neither the direct effects nor the moderating effect in this research model show a significant relationship with employee performance.

Discussion

The results of this study indicate that the hybrid work environment does not have a significant effect on employee performance at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency. This is evidenced by a T-statistics value of $1.149 < 1.96$ and a P-value of $0.258 > 0.05$, leading to the rejection of the first hypothesis (H1). This finding suggests that the implementation of a hybrid work system, which combines office-based work and remote work, has not yet been able to produce a tangible impact on improving employee performance. This condition may be attributed to the characteristics of work in government institutions, which still require physical presence, direct coordination, and strict adherence to formal administrative procedures. As a result, the work flexibility offered by the hybrid system has not been fully utilized to enhance employees' work effectiveness and productivity.

Furthermore, the results of the analysis show that work motivation does not have a significant effect on employee performance. This is demonstrated by a T-statistics value of $1.839 < 1.96$ and a P-value of $0.074 > 0.05$, indicating that the second hypothesis (H2) is also rejected. This finding implies that the level of work motivation possessed by employees has not directly contributed to performance improvement. One possible explanation is the existence of a bureaucratic and highly standardized work system, in which employee performance is more strongly influenced by regulations, administrative targets, and supervision mechanisms rather than by individual motivational factors alone.

The moderation test results reveal that work motivation is not able to moderate the effect of the hybrid work environment on employee performance. This is indicated by a T-statistics value of $1.082 < 1.96$ and a P-value of $0.287 > 0.05$, leading to the rejection of the third hypothesis (H3). This finding indicates that work motivation does not strengthen the relationship between the hybrid work environment and employee performance. In other words, even when employees have relatively good levels of work motivation, this condition is not sufficient to optimize the benefits of implementing a hybrid work system in improving performance. Other factors, such as technological readiness, clarity of task distribution, communication patterns, and work supervision, are likely to play a more dominant role in determining the effectiveness of a hybrid work system.

From the perspective of model adequacy, the Goodness of Fit results indicate that the research model demonstrates an acceptable level of fit. This is reflected by the NFI value of 0.819, which is higher than the SRMR values in both the saturated model and the estimated model. These results confirm that the model constructed in this study is appropriate for explaining the relationships among the hybrid work environment, work motivation, and employee performance at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency.

The findings of this study indicate that the hybrid work environment and work motivation, both as direct variables and as a moderating variable, do not have a significant effect on employee performance. These findings provide practical implications for organizations, suggesting that they should not focus solely on the implementation of hybrid work arrangements but also pay greater attention to supporting factors such as enhancing digital competencies, strengthening performance evaluation systems, providing adequate work facilities and infrastructure, and adjusting work policies in accordance with the characteristics of employees' tasks. Moreover, this study opens opportunities for future research to incorporate other variables, such as organizational culture, leadership, workload, or job satisfaction, which may offer a more comprehensive explanation of variations in employee performance.

Conclusion

Based on the results of data analysis and the discussion presented in the previous chapter, several conclusions can be drawn as follows:

1. The hybrid work environment does not have a significant effect on employee performance. This is evidenced by a T-statistics value of $1.149 < 1.96$ and a P-value of $0.258 > 0.05$. These findings indicate that the implementation of a hybrid work system at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency has not been able to directly improve employee performance.
2. Work motivation does not have a significant effect on employee performance. The test results show a T-statistics value of $1.839 < 1.96$ and a P-value of $0.074 > 0.05$. Therefore, the level of employees' work motivation has not provided a direct and significant impact on the improvement of employee performance.
3. Work motivation is not able to moderate the effect of the hybrid work environment on employee performance. This is indicated by a T-statistics value of $1.082 < 1.96$ and a P-value of $0.287 > 0.05$. These findings suggest that work motivation does not function as a strengthening variable in the relationship between the hybrid work environment and employee performance.

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