

# **The Influence of Work-Life Integration on Employee Performance at the Department of Manpower, Industry, and Trade of Binjai City**

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## **Abstract**

This study investigates the effect of competence on employee performance at the Subdistrict Office of Secanggang. The research was conducted from September to December 2025 with a total population of 30 employees. Using a quantitative approach, data were analyzed through simple linear regression with SPSS version 25.0. The regression results revealed a significant positive relationship, with competence contributing a coefficient value of 1.105 ( $t = 8.073$ ,  $p < 0.001$ ), indicating that every one-point increase in competence enhances employee performance by 1.105 points. The coefficient of determination ( $R^2 = 0.551$ ) further showed that 55.1% of performance variance is explained by competence, while the remaining 44.9% is influenced by other factors. Hypothesis testing confirmed that competence significantly affects performance, supporting the proposed hypothesis ( $H_a$ ). These findings emphasize that competence—covering technical skills, adaptability, problem-solving ability, and creativity—is a strategic determinant of performance in the hybrid work era. The study concludes that continuous professional development, tailored training, and supportive leadership are essential for enhancing competence, thereby strengthening public sector performance and service quality.

**Keywords:** Competence, Employee Performance, Hybrid Work

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## Introduction

In the digital era, the boundary between work and personal life has become increasingly blurred. Work-life integration has emerged as a new approach, replacing the traditional concept of work-life balance [1]. When properly implemented, integration between professional and personal domains can enhance employee well-being, strengthen productivity, and ultimately improve overall performance [2]. Flexibility in terms of time and workplace has become a central factor in this integration, especially in modern organizational settings that rely heavily on digital connectivity [3].

Despite its potential benefits, work-life integration may also trigger challenges. Without effective management, employees are at risk of experiencing job stress, which negatively affects both individual and organizational outcomes [4]. Previous research suggests that job stress can serve as a mediating variable, explaining how integration influences performance outcomes [5]. This highlights the dual nature of integration, where it can either support performance or become a source of strain depending on contextual and organizational factors.

Preliminary observations at the Department of Manpower, Industry, and Trade of Binjai City indicate that employees still encounter difficulties in achieving effective integration. Administrative burdens, limited flexibility in working arrangements, and high demands in public service delivery have created conditions where employees feel pressured and stressed. Unlike many private institutions, which have begun adopting flexible working systems, this government office does not yet have structured policies on work-life integration. As a result, stress management strategies are left to individual efforts, which are often inconsistent and unsustainable.

These conditions lead to several important problem identifications. First, work-life integration remains suboptimal, with many employees struggling to balance work and personal or family responsibilities. Second, high administrative and service-related pressures contribute to excessive workload and stress. Third, limited flexibility persists because of conventional working arrangements. Finally, the absence of specific organizational policies regarding work-life integration has left stress management unstructured and inconsistent. Together, these factors create a significant gap between theoretical expectations and practical realities.

Based on the above context, this study seeks to address four central research questions: Does work-life integration affect employee performance? Accordingly, the objectives of this research is to analyze the effects of work-life integration on employee performance while providing empirical evidence in the context of a government institution.

## Literature Review

### 2.1 Work-Life Integration

Work-life integration is a holistic construct where professional and personal domains are harmonized rather than separated [6]. It emphasizes flexibility, remote working, technology use, role adaptation, and overall life satisfaction (Askarov, 2024).

According to [7], the indicators of work-life integration can be categorized into five main dimensions.

- 1) Time flexibility, which refers to the ability of employees to adjust their work schedules to personal needs and the availability of flexible working hours that allow them to balance professional and family responsibilities.
- 2) Remote working opportunities, reflected in the option to work from home or other locations as required, supported by digital systems that ensure productivity even without physical presence in the office.
- 3) The use of technology for harmonization, where digital tools such as email, collaborative applications, and online platforms are utilized to align professional tasks with personal

needs, thereby facilitating efficient communication and coordination while reducing pressures from spatial and temporal differences.

- 4) The role adaptation, which highlights the capacity of individuals to switch between professional and personal roles seamlessly, maintaining productivity while fulfilling family or social responsibilities.
- 5) The overall life satisfaction, characterized by the sense of fulfillment derived from the coexistence of work and personal life, along with the absence of prolonged conflict between professional and personal roles.

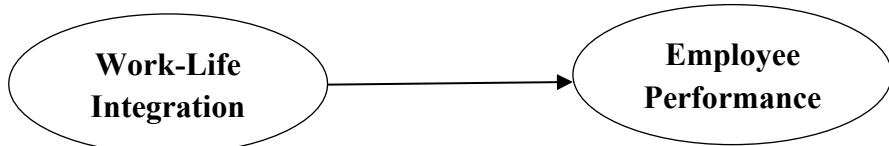
## 2.2 Employee Performance

Employee performance is generally understood as the result of work accomplished by an employee in accordance with their duties and responsibilities, both in terms of quality and quantity [8]. Performance is not limited to the outcomes of individual tasks but also reflects the contribution of employees to the achievement of organizational goals. It emphasizes accuracy, compliance with standards, timeliness, and overall productivity. In the public sector, performance becomes a key measure of service delivery effectiveness and organizational accountability [8]. Thus, evaluating employee performance is essential for determining organizational effectiveness, identifying areas of improvement, and ensuring that human resource management strategies are aligned with institutional objectives [9].

To operationalize this construct, scholars have proposed several measurable indicators of performance. [8] outlines seven dimensions: work quality, referring to accuracy and conformity to standards; work quantity, referring to the number of tasks completed within a certain timeframe; and timeliness, reflecting punctuality in completing assignments. In addition, effectiveness highlights the extent to which tasks contribute to organizational objectives, while efficiency refers to the optimal use of resources, such as time, cost, and effort. Furthermore, discipline underscores compliance with organizational rules and procedures, whereas creativity emphasizes the ability to produce innovative ideas that enhance performance and problem-solving. These indicators collectively demonstrate that employee performance is a multidimensional construct, encompassing both technical abilities and behavioral attributes that are crucial for achieving sustainable organizational success [8]; [9].

## 2.3 Conceptual Framework and Hypothesis

This study conceptualized competence as the independent variable (X) and employee performance as the dependent variable (Y) as shown on the following figure.



**The hypothesis is:**

**Ha :** Work-Life Integration positively influences the employee performance in the hybrid work era at the Subdistrict Office of Secanggang.

**Ho :** Work-Life Integration does not positively influences the employee performance in the hybrid work era at the Subdistrict Office of Secanggang

## Research Methodology

This study applies a quantitative causal-associative research design, aiming to analyze the relationship patterns between variables and to determine the influence of the independent variable on the dependent variable [10].

The study was conducted out from September to December 2025 at the Department of Manpower, Industry, and Trade of Binjai City, located at Jl. Perintis Kemerdekaan No.113, Pahlawan, Kec. Binjai Utara, Kota Binjai.

The population in this study comprises all employees of the Department of Manpower, Industry, and Trade of Binjai City totaling 40 employees. [11] define population as the entire group of subjects or objects that are the focus of a study and possess specific characteristics relevant to the research problem.

According to [12], a sample is a subset of the population selected to represent the whole. When the population is relatively small, a saturated sampling technique can be used, in which all members of the population are included. Because the population in this study consists of only 40 employees, the entire population was taken as the sample.

The data collected using structured questionnaires distributed to all employees across divisions within the office. The data will be analyzed using quantitative statistical methods with SPSS version 25.0. Several steps will be performed:

1. Validity testing ensures that questionnaire items accurately measure the intended variables. An item is valid if the correlation coefficient (*r*-count) exceeds the critical value (*r*-table). Reliability testing will use Cronbach's alpha, where a value greater than the critical value indicates reliability [13].
2. The regression model used in this study is expressed as:

$$Y = a + bX$$

Where:

**Y** = Employee Performance

**X** = Competence

**a** = Constant

**b** = Regression Coefficient

3. The t-test used to assess whether competence significantly affects employee performance [14].
4. The coefficient of determination ( $R^2$ ) measures how much variance in employee performance can be explained by competence. Values range from 0 to 1, with values closer to 1 indicating stronger influence [15].

## Results

### 4.1 Validity and Reliability Tests

Validity was tested using Pearson's Product-Moment correlation, where each item was correlated with the total score of its variable. With  $N = 40$  and a significance level of 5%, the critical *r*-table value is 0.312. Any item with an *r*-value greater than 0.312 and a significance level below 0.05 is considered valid. Importantly, to ensure the robustness of the instrument, the validity test was administered to a pilot group of respondents from another government office outside the main sample. This step was intended to confirm that the questionnaire items are universally understood and not biased by the characteristics of employees in the Department of Manpower, Industry, and Trade of Binjai City.

**Table 2. Validity Test Results for Competence**

Variables	Items	r-value	r-table (0.312)	Sig.	Result
work-life	1	0.684	0.312	0.000	Valid
integration	2	0.701	0.312	0.000	Valid

	3	0.729	0.312	0.000	Valid
	4	0.655	0.312	0.000	Valid
	5	0.742	0.312	0.000	Valid
	6	0.684	0.312	0.000	Valid
Employee performance	1	0.756	0.312	0.000	Valid
	2	0.734	0.312	0.000	Valid
	3	0.768	0.312	0.000	Valid
	4	0.720	0.312	0.000	Valid
	5	0.745	0.312	0.000	Valid
	6	0.781	0.312	0.000	Valid
	7	0.794	0.312	0.000	Valid

The results confirm that all items for both work-life integration and Employee Performance are valid, as their correlation coefficients exceed the threshold of 0.361 with significance  $< 0.05$ .

Reliability was assessed using Cronbach's Alpha, a measure of internal consistency. An instrument is considered reliable if its Cronbach's Alpha value is greater than 0.60. This confirms that the research instrument was reliable [15].

**Table 3. Reliability Results**

Variable	Cronbach's Alpha	Benchmark	Result
work-life integration	0.884	$> 0.60$	Reliable
Employee Performance	0.927	$> 0.60$	Reliable

Table 3 presents the reliability test results for the research instruments. The work-life integration variable produced a Cronbach's Alpha value of 0.884, while employee performance recorded a value of 0.927. Both results are far above the minimum benchmark of 0.60, which is commonly used as the threshold for acceptable reliability.

These findings indicate that the questionnaire items designed to measure work-life integration and employee performance demonstrate high internal consistency. In other words, the items within each construct are strongly correlated and reliably capture the same underlying concept. A Cronbach's Alpha value greater than 0.60, as shown in both variables, is considered very good and reflects that the scales are stable and dependable across respondents.

Therefore, the analysis confirms that the research instrument is both valid and reliable, ensuring that the collected data can be trusted for subsequent statistical procedures such as regression analysis and hypothesis testing [13]. This reliability result also strengthens the credibility of the study, as it shows that the measurement tools are consistent in assessing employee perceptions across the sample.

#### 4.2 Descriptive Analysis

Descriptive statistics were used to determine the minimum, maximum, mean, and standard deviation values of the research variables.

**Table 1. Descriptive Statistics**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
work-life integration	40	3.20	4.60	4.10	0.55
Employee Performance	40	3.00	4.60	4.28	0.45

Source: SPSS output, version 25.0

The results indicate that the mean score for work-life integration is 4.10 (SD = 0.55), with values ranging from 3.20 to 4.60. This suggests that, on average, employees perceive a relatively high level of integration between their work and personal lives. Meanwhile, the mean score for employee performance is 4.28 (SD = 0.45), with a range of 3.00 to 4.60, indicating that most employees rate their performance positively, particularly in terms of quality, timeliness, and effectiveness.

Both variables are above the midpoint of the 1–5 measurement scale, implying that the overall condition of employees in terms of work-life integration and performance is favorable. The relatively small standard deviation values reflect moderate variation among respondents, meaning that while individual experiences differ, the general trend remains consistently positive across the sample.

### 4.3 Regression Analysis

#### 4.3.1 Simple Linear Regression

To further examine the relationship between work-life integration and employee performance, a simple linear regression analysis was conducted. Regression analysis is widely used in social sciences to assess the extent to which an independent variable predicts or explains variations in a dependent variable. In this study, work-life integration served as the independent variable (X), while employee performance was the dependent variable (Y). The analysis was performed using SPSS version 25.0, and the results are shown in Table 4.

**Table 4. Regression Results**

Model	B	Std. Error	Beta	t	Sig.
(Constant)	7.842	1.965	–	3.990	0.000
work-life integration	0.895	0.162	0.681	5.528	0.000

*Dependent Variable: Employee Performance*

The regression equation can be expressed as:

$$Y=87,842+0,895X$$

Table 4 presents the regression analysis results examining the effect of work-life integration on employee performance. The constant value is 7.842 ( $p = 0.000$ ), indicating the baseline level of employee performance when work-life integration is held constant. The regression coefficient ( $B = 0.895$ ) for work-life integration shows that every one-point increase in work-life integration is associated with a 0.895-point increase in employee performance.

The standardized coefficient ( $Beta = 0.681$ ) demonstrates a moderately strong positive relationship between the two variables. The  $t$ -value of 5.528, which is greater than the critical value of 2.024 ( $df = 38, \alpha = 0.05$ ), and the significance level ( $p = 0.000 < 0.05$ ) confirm that the effect is statistically significant.

In summary, these results indicate that work-life integration positively and significantly influences employee performance. Employees who are better able to harmonize their work and personal responsibilities tend to achieve higher levels of performance in terms of quality, timeliness, and effectiveness.

#### 4.3.2 Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) was calculated to measure the proportion of variance in employee performance explained by competence.

**Table 5. Coefficient of Determination**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.681	0.464	0.451

*Source: SPSS output, version 25.0*

Table 5 displays the coefficient of determination ( $R^2$ ), which measures the explanatory power of the regression model. The correlation coefficient ( $R = 0.681$ ) indicates a moderately strong positive relationship between work-life integration and employee performance.

The  $R^2$  value of 0.464 shows that 46.4% of the variance in employee performance can be explained by work-life integration, while the remaining 53.6% is influenced by other factors not included in the model, such as job stress, organizational support, motivation, or leadership style. The Adjusted  $R^2$  value (0.451) provides a more conservative estimate by adjusting for the sample size, and it is close to the  $R^2$  value, which confirms the stability of the model.

Overall, this result suggests that work-life integration is an important determinant of employee performance, but it is not the sole factor. Other organizational and individual variables also play a substantial role in shaping performance outcomes.

#### 4.3.3 Hypothesis Testing (t-Test)

To strengthen the regression findings, hypothesis testing was conducted using the t-test. This test aims to determine whether competence has a statistically significant influence on employee performance by comparing the calculated t-value with the critical t-table value at a 5% significance level.

**Table 4. Regression Results**

Model	B	Std. Error	Beta	t	Sig.
(Constant)	7.842	1.965	–	3.990	0.000
work-life integration	0.895	0.162	0.681	5.528	0.000

*Dependent Variable: Employee Performance*

The calculated t-value ( $t = 5.528$ ) for the work-life integration variable is compared with the critical t-value (t-table) at  $df = n - k - 1 = 40 - 1 - 1 = 38$ . For a two-tailed test with a significance level of  $\alpha = 0.05$ , the critical t-value is 2.024. Since the calculated t-value (5.528)  $>$  t-table (2.024), the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted.

The significance value ( $p = 0.000$ ) is also less than the significance level ( $\alpha = 0.05$ ), which further confirms the rejection of  $H_0$ . Based on these results, it can be concluded that work-life integration has a positive and significant influence on employee performance at the Department of Manpower, Industry, and Trade of Binjai City. This finding provides empirical support for  $H_1$ , which states that work-life integration positively affects employee performance.

The regression coefficient ( $B = 0.895$ ) demonstrates that employees who are able to integrate their professional and personal lives more effectively tend to achieve higher performance outcomes. In practical terms, employees with higher work-life integration are more effective in meeting work targets, more efficient in resource utilization, and more disciplined in maintaining productivity while balancing personal demands.

These findings align with prior research. Idrus (2023) argued that integration between work and personal life reduces conflict and promotes well-being, ultimately strengthening job performance. Similarly, Medina-Garrido et al. (2023) emphasized that work-life integration enhances productivity by fostering employee satisfaction and reducing stress. Udin et al. (2023) further confirmed that job stress serves as a mediating factor, showing that employees who manage integration well can sustain higher performance levels. In the public sector, Isa and Indrayati (2023) found that flexible management of work and family roles contributes to better service delivery and improved performance outcomes.

Thus, the acceptance of  $H_a$  underscores the strategic importance of work-life integration policies—such as flexible scheduling, digital support systems, and stress management programs—in promoting tangible and measurable improvements in employee performance. By

institutionalizing such practices, government agencies can foster a healthier work environment, which not only benefits employees but also enhances organizational effectiveness.

## Conclusion

The study concludes that work-life integration has a positive and significant effect on employee performance at the Department of Manpower, Industry, and Trade of Binjai City. Employees with higher levels of integration between professional and personal responsibilities demonstrated stronger performance outcomes, particularly in terms of quality, timeliness, and efficiency. The regression results ( $B = 0.895$ ,  $t = 5.528$ ,  $p < 0.05$ ) and the coefficient of determination ( $R^2 = 0.464$ ) confirmed that work-life integration accounts for 46.4% of the variance in performance, while other factors such as job stress, motivation, and organizational support also play important roles. These findings align with previous studies and emphasize the need for policies that strengthen integration to enhance both employee well-being and organizational effectiveness.

However, this research has several limitations. The relatively small sample size (40 employees) and the focus on a single government office restrict the generalizability of the findings, while the reliance on self-reported data may introduce bias. Future studies are encouraged to expand the scope by comparing multiple institutions and including mediating variables such as job stress or organizational culture. For practical implications, the institution is recommended to design structured work-life integration policies, introduce stress management programs, and consider flexible work arrangements to foster a healthier and more productive work environment.

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