

# **The Impact of Hybrid Working Environment on Employee Performance in the Department of Employment, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency**

**Irpan Hariono Saragih, Erwansyah**

## **Abstract**

This study investigates the impact of the hybrid working environment on employee performance at the Department of Employment, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency. The research was motivated by the need to understand how flexible work models, a result of the digital era, influence employee outcomes in a public sector context. Using a quantitative approach and an explanatory research design, the study collected primary data from a sample of 35 employees through a structured questionnaire. The analysis, performed using SPSS, included validity and reliability tests, which confirmed that the research instrument was valid and highly reliable. The core finding, derived from a simple linear regression analysis, is that the hybrid working environment has a positive and statistically significant influence on employee performance. The results showed a significant p-value ( $p<0.05$ ), leading to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. Furthermore, the coefficient of determination ( $R^2=0.189$ ) indicated that the hybrid working model explains 18.9% of the variance in employee performance. In conclusion, the findings suggest that the implementation of a hybrid working model is a beneficial strategy that contributes positively to employee performance. This study provides empirical evidence that can assist policymakers in developing adaptive work arrangements to enhance performance and organizational effectiveness.

**Keywords:** Hybrid Working, Employee, Performance

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## Introduction

The transformation of work patterns in the digital era has significantly reshaped organizational practices, including those in public sector institutions. One of the most prominent changes is the adoption of a hybrid working environment, which combines working from the office (WFO) with working from home (WFH). This model emerged as a response to the growing demand for flexibility, efficiency, and technological adaptation in organizational settings, particularly after the global shift triggered by the COVID-19 pandemic [1]. In this new paradigm, employee productivity is no longer solely measured by physical presence but rather by measurable work outcomes [2].

In the context of public organizations, such as the Department of Employment, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency, the implementation of hybrid work has become increasingly relevant. This working model is expected to improve employee performance by allowing a better balance between professional responsibilities and personal life, reducing commuting time, and optimizing the use of digital technologies [3]. However, hybrid work also poses several challenges, including reduced face-to-face communication, limited direct supervision, and potential decreases in work discipline [4].

Employee performance is a crucial determinant of organizational success, especially in public sector institutions that provide essential services to society. High-performing employees are those who can meet performance targets, work effectively, and contribute significantly to achieving institutional goals [5][6]. For government agencies, maintaining and improving performance is not only an internal requirement but also a public expectation. Therefore, understanding how the hybrid working environment affects employee performance is essential to ensuring service quality and organizational effectiveness.

Previous studies have shown that work environment conditions strongly influence employee performance, but the consistency of this influence remains debatable. Some studies highlight positive effects such as enhanced job satisfaction and productivity, while others point to risks of isolation, communication barriers, and reduced collaboration [7]. These contrasting findings indicate the need for further empirical investigation, particularly in public sector organizations in developing countries where digital infrastructure and work culture may differ significantly from private or multinational settings.

Based on this background, the research problem addressed in this study is whether the hybrid working environment has a significant and positive effect on employee performance within the Department of Employment, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency. To address this problem, the objectives of the study are: (1) to analyze the influence of hybrid working environment on employee performance, and (2) to provide empirical evidence that can guide policymakers in developing adaptive work arrangements that enhance performance in public sector organizations.

## Literature Review

### 2.1 Hybrid Working Environment

A hybrid working environment is a work model that integrates office-based activities (WFO) with remote work arrangements such as working from home (WFH). It emerged as an organizational response to digital transformation and the growing demand for flexibility, particularly after the COVID-19 pandemic [8]. This model allows employees to balance professional responsibilities with personal life while maintaining effectiveness and productivity. More than a matter of workplace location, hybrid work involves digital technologies, communication patterns, and time management strategies that ensure productivity in both online and offline contexts [9]. According to Robbins and Judge (2019), an effective work environment should guarantee comfort, safety, and adequate facilities, and in the hybrid model, this requires integrating physical, digital, and cultural dimensions of work [10].

Flexibility is central to hybrid work, as employees are granted greater autonomy to manage when, where, and how they perform their tasks, which can improve satisfaction and reduce commuting fatigue, though challenges remain in maintaining discipline and fostering direct collaboration [11].

Indicators of hybrid work generally encompass flexibility of workplace and working time, clarity of regulations for remote work, and organizational support for maintaining work-life balance [12]. These dimensions highlight that hybrid work is not only about providing location alternatives but also about designing a structured system that enables employees to remain accountable and productive while ensuring their well-being.

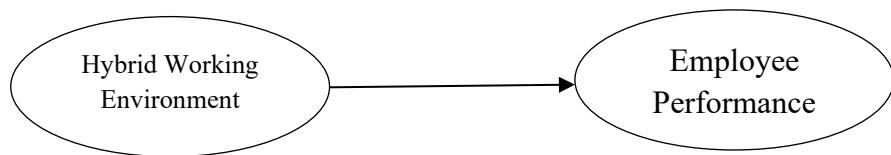
## 2.2 Employee Performance

Employee performance refers to the work outcomes achieved by individuals in accordance with their roles and responsibilities within the organization [13]. It is not limited to the quantity and quality of tasks completed, but also reflects attitudes, discipline, and real contributions toward achieving organizational goals [14][15]. In public institutions, high levels of employee performance are vital to ensure effective service delivery, while poor performance may hinder the realization of organizational vision, mission, and targets [16].

The indicators of employee performance typically include the extent to which employees are able to produce work in sufficient quantity and quality, perform tasks efficiently, and comply with organizational rules and discipline. Performance based on Affandi (2018) is also reflected in employees' ability to show initiative, accuracy, and attention to detail, as well as their capacity for leadership, integrity, and creativity. These aspects together illustrate that performance encompasses both technical and behavioral dimensions [17], where achieving organizational effectiveness requires employees to deliver not only tangible results but also demonstrate professional conduct and innovative contributions.

## 2.3 Conceptual Framework and Hypothesis

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



**The hypothesis is:**

**Ha :** The hybrid working environment has a significant positive effect on employee performance in the Department of Employment, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency.

**Ho :** The hybrid working environment has no significant effect on employee performance in the Department of Employment, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency.

## Research Methodology

This study employs a quantitative research approach to examine the effect of the hybrid working environment on employee performance in the Department of Employment, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency. The research design is explanatory, as it aims to test hypotheses and analyze causal relationships between independent and dependent variables [18].

The population in this study consists of 35 employees working at the Department of Employment, Cooperatives, and Small-Medium Enterprises of Serdang Bedagai Regency. Considering the relatively small population size, the study applies a saturated sampling technique (census), in which the entire population is used as the research sample. Thus, all 35 employees will serve as respondents to ensure comprehensive and representative findings.

Primary data will be obtained through a structured questionnaire distributed to respondents. The questionnaire items are developed based on theoretical indicators of the hybrid working environment and employee performance. Respondents will provide their answers on a Likert scale ranging from strongly disagree to strongly agree. Secondary data will also be collected from institutional reports and relevant documentation to support the analysis.

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 considered 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 0.70 indicates acceptable reliability of the instrument.
2. The regression model used in this study is expressed as:

$$Y = a + bX$$

Where:

**Y** = Employee Performance

**X** = Digital Leadership

**a** = Constant

**b** = Regression Coefficient

3. The t-test will be used to determine whether the hybrid working environment significantly affects employee performance. The hypothesis based on Hair (2022) will be accepted if the t-count is greater than the t-table value, or if the significance level is below 0.05.
4. The coefficient of determination ( $R^2$ ) will measure how much variance in employee performance can be explained by the hybrid working environment. Values range from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

This methodological approach enables the study to empirically test the hypothesized relationship between hybrid working environment and employee performance, providing both statistical and practical insights for public sector organizations.

## Results

### 4.1 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
Hybrid Working (HB)	40	4.00	5.00	4.51	0.36
Employee Performance (KP)	40	4.00	5.00	4.41	0.34

*Source: SPSS output, version 26.0*

Based on the descriptive analysis of the data, both the Hybrid Working and Employee Performance variables show highly positive results. With a mean of 4.51, the Hybrid Working variable indicates that respondents have a very favorable perception of the hybrid work environment. Similarly, the Employee Performance variable, with a mean of 4.41, suggests that

employee performance is generally rated as very good. These high average scores for both variables underscore a strong positive sentiment among the respondents.

Furthermore, the low standard deviation values for both variables (0.36 for Hybrid Working and 0.34 for Employee Performance) are significant. These small values indicate that the data points are closely clustered around the mean, demonstrating a high degree of consistency in the responses. In other words, there is very little variability in how the respondents perceive both the hybrid working environment and employee performance. The results suggest that these two factors are perceived consistently and positively across the sample.

#### 4.2 Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (rvalue) by comparing each item's score to its variable's total score. The critical rtable value for N=40 at a 5% significance level is 0.312. An item is considered valid if rvalue > rtable.

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 (Ghozali, 2016).

**Table 2. Reliability Results**

Variable	Cronbach's Alpha	Benchmark	Result
Hybrid Working (HB)	0.937	> 0.60	Reliable
Employee Performance (KP)	0.974	> 0.60	Reliable

Both the Hybrid Working and Employee Performance scales yielded Cronbach's Alpha values well above the 0.60 benchmark. This indicates that the scales are **highly reliable** and consistent for measuring the variables. The analysis confirms that the research instrument is both **valid and reliable**. All questionnaire items effectively measure their respective variables, and the scales demonstrate high internal consistency. The data is therefore suitable for further statistical analysis, such as regression testing.

#### 4.3 Regression Analysis

##### 4.3.1 Simple Linear Regression

A regression analysis was conducted to evaluate the effect of the Hybrid Working environment on Employee Performance at the Department of Employment, Cooperatives, and Small-Medium Enterprises, Serdang Bedagai Regency.

**Table 3. Regression Results**

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	1.838	2.147	–	0.856	0.397
Hybrid Working	1.013	0.474	0.435	2.138	0.038

*Dependent Variable: Employee Performance*

Based on the analysis, the regression equation can be expressed as:  $Y=1.838+1.013X$ . The regression coefficient (B) for the Hybrid Working variable is 1.013. This indicates that for every one-point increase in the hybrid working score, Employee Performance is expected to increase by 1.013 points, assuming other factors remain constant. The significance value (p-value) of 0.038, which is less than the 0.05 significance level, confirms a significant and positive relationship between the two variables.

The regression analysis reveals a significant and positive relationship between Hybrid Working and Employee Performance. The regression coefficient (B=1.013, t=2.138, p=0.038)

suggests that a more effective hybrid work environment leads to improved employee performance. Furthermore, the standardized beta coefficient (Beta=0.435) indicates that the effect of the hybrid working variable on employee performance is moderately strong. This finding supports the idea that the implementation of a hybrid work model positively impacts employee outcomes within the organization.

#### 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 that can be explained by Hybrid Working.

**Table 4. Coefficient of Determination**

Model	R	$R^2$	Adjusted $R^2$
1	0.435	0.189	0.168

*Source: SPSS output, version 26.0*

The analysis results show that the  $R^2$  value is 0.189, which means 18.9% of the variance in Employee Performance can be explained by Hybrid Working. The remaining 81.1% of the variance is influenced by other factors not included in this research model, such as leadership, motivation, or other aspects of the work environment.

The correlation coefficient ( $R=0.435$ ) indicates a moderate relationship between the two variables, which is consistent with the statistically significant regression results. Although the effect is not as strong as the example you provided, this finding still confirms that the hybrid work environment has a positive contribution to employee performance within the context of this study.

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

The hypothesis testing was performed using a t-test to determine whether the independent variable (Hybrid Working) has a positive and significant influence on the dependent variable (Employee Performance).

**Table 5. t-Test Result**

Model	B	Std. Error	Beta	t
(Constant)	1.838	2.147	–	0.856
Hybrid Working	1.013	0.474	0.435	2.138

*Dependent Variable: Employee Performance*

The calculated t-value ( $t_{calculated}$ ) for the Hybrid Working variable is 2.138. This value is compared to the critical t-value ( $t_{table}$ ) for  $df=n-k-1=40-1-1=38$ . For a one-tailed test with a significance level of  $\alpha=0.05$ , the critical t-value is 1.686. Since the calculated t-value (2.138)  $>$  the critical t-value (1.686), the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted.

The significance value (p-value) for the Hybrid Working variable is 0.038. Since the p-value (0.038)  $<$  the significance level  $\alpha$  (0.05), the null hypothesis ( $H_0$ ) is rejected.

Based on the t-test results, it can be concluded that the hybrid working environment has a positive and significant influence on employee performance at the Department of Employment, Cooperatives, and Small-Medium Enterprises, Serdang Bedagai Regency.

This finding suggests that the hybrid work model is not merely a trend but a strategy that translates into tangible, measurable performance gains. This underscores the importance of organizational adaptation to flexible work models to optimize employee outcomes.

## Conclusion

The research conducted on the Department of Employment, Cooperatives, and Small-Medium Enterprises, Serdang Bedagai Regency successfully investigated the relationship between the hybrid working environment and employee performance. The initial descriptive analysis confirmed that the research instrument was valid and reliable, ensuring that the data collected was both accurate and consistent. Furthermore, the descriptive statistics revealed a strong positive sentiment among employees, with high average scores for both the hybrid working variable (Mean=4.51) and the employee performance variable (Mean=4.41), indicating that the current work model is well-regarded and performance is perceived as high.

The core finding of the study, supported by a simple linear regression analysis, is that the hybrid working environment has a positive and statistically significant influence on employee performance. This conclusion is based on a regression coefficient of  $B=1.013$  and a  $p$ -value of 0.038, which is below the 0.05 significance threshold. This finding allows for the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_a$ ). While a significant relationship exists, the coefficient of determination ( $R^2=0.189$ ) indicates that hybrid working accounts for 18.9% of the variance in employee performance, suggesting it is a meaningful but not the sole determinant of success.

In conclusion, the findings provide a strong empirical basis for the continued adoption and potential expansion of the hybrid working model within the organization. While this model positively contributes to employee performance, the remaining 81.1% of performance is influenced by other factors not examined in this study. Therefore, to achieve further improvements, management should consider integrating this successful hybrid model with other strategies, such as strengthening leadership, implementing targeted training, or enhancing employee motivation. This research serves as a valuable insight, confirming that a flexible work environment is a key component in fostering higher performance among employees.

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