

The Effect of Work-Life Integration on Employee Performance With Work Environment As A Moderating Variable

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ABSTRACT

Penelitian ini mengkaji pengaruh integrasi kehidupan-kerja (*work-life integration*) terhadap kinerja karyawan, dengan lingkungan kerja sebagai variabel moderasi dalam konteks organisasi modern. Di era yang ditandai oleh kemajuan teknologi pesat dan pengaturan kerja yang fleksibel, batasan tradisional antara kewajiban profesional dan kehidupan pribadi telah menjadi semakin kabur, sehingga menuntut adanya pergeseran dari konsep keseimbangan kehidupan-kerja (*work-life balance*) menuju integrasi kehidupan-kerja. Dengan menggunakan pendekatan kuantitatif berbasis *Structural Equation Modeling* (SEM), makalah ini mengembangkan kerangka konseptual yang didasarkan pada Teori Pertukaran Sosial (*Social Exchange Theory*) dan Teori Tuntutan-Sumber Daya Pekerjaan (*Job Demands-Resources* atau JD-R). Tujuan utamanya adalah untuk memperjelas apakah penggabungan tanggung jawab pribadi dan profesional dapat meningkatkan produktivitas karyawan, serta apakah lingkungan kerja fisik dan psikologis memperkuat atau memperlemah hubungan tersebut. Temuan penelitian ini diharapkan dapat memberikan wawasan strategis bagi para praktisi manajemen sumber daya manusia dalam menciptakan lingkungan kerja yang mendukung sembari menerapkan model kerja yang fleksibel.

This study examines the effect of work-life integration on employee performance, with the work environment operating as a moderating variable within modern organizational settings. In an era dominated by rapid technological advancement and flexible working arrangements, traditional boundaries between professional obligations and personal life have blurred significantly, necessitating a shift from work-life balance to work-life integration. Using a quantitative approach based on Structural Equation Modeling (SEM), this paper develops a conceptual framework grounded in Social Exchange Theory and Job Demands-Resources (JD-R) Theory. The main objective is to clarify whether combining personal and professional responsibilities enhances employee productivity and whether physical and psychological work environments strengthen or weaken this relationship. The findings aim to provide strategic insights for human resource management practitioners on structuring supportive workplace environments while implementing flexible work models.



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INTRODUCTION

In the contemporary era of globalization and digital transformation, organizational survival and competitive advantage depend heavily on human capital optimization and employee productivity (Armstrong & Taylor, 2020). Modern organizations are increasingly pressured to adapt to shifting

workforce demographics, rapid technological innovations, and evolving expectations regarding work flexibility (Cascio & Montealegre, 2016). As remote and hybrid work models become standard practice across various industries, traditional boundaries separating professional duties from personal life have become increasingly permeable (Allen et al., 2013). As a result, scholars and management practitioners have shifted their focus from the traditional concept of work-life balance—which views work and personal life as opposing forces requiring equal division—toward work-life integration, an approach that emphasizes synergy, flexibility, and mutual reinforcement between personal and professional domains (Kossek & Ozeki, 1998).

Work-life integration refers to the strategic blending and coordination of personal and professional responsibilities through flexible scheduling, telecommuting, and resource sharing (Feistritzer et al., 2014). Unlike work-life balance, which aims to keep personal and professional spheres strictly segregated, work-life integration recognizes that modern knowledge workers constantly navigate overlapping demands throughout their daily routines (Kirchmeyer, 2000). According to Social Exchange Theory, when organizations provide employees with autonomy and integration mechanisms to manage their lives holistically, employees reciprocate with higher levels of discretionary effort, engagement, and job performance (Blau, 1964; Cropanzano & Mitchell, 2005). However, successfully integrating work and personal life requires robust self-regulation and clear organizational guidelines; without adequate structural support, continuous connectedness can lead to role confusion and cognitive overload (Greenhaus & Powell, 2006).

Employee performance remains the primary metric by which organizational efficacy, operational sustainability, and human resource management success are evaluated (Robbins & Judge, 2019). High-performing employees consistently meet organizational goals, exhibit proactive behaviors, and contribute positively to workplace culture and profitability (Campbell, 1990). Previous empirical research suggests that flexible work practices and high integration capacity enhance job satisfaction, reduce voluntary turnover intention, and increase task performance (Gajendran & Harrison, 2007). When employees possess the autonomy to structure their work around personal commitments, they experience lower psychological distress, which translates into elevated productivity and superior work quality (Wayne et al., 2017).

Despite the theoretical benefits of work-life integration, empirical studies reveal mixed and inconsistent results regarding its direct effect on employee performance (Sirgy & Lee, 2018). While some researchers argue that work-life integration significantly enhances employee output through elevated psychological empowerment (Spreitzer, 1995), others warn that blending work and personal domains increases role ambiguity, blurs boundary management, and leads to chronic exhaustion (Ashforth et al., 2000). This empirical inconsistency strongly suggests the presence of contextual or situational variables that moderate the relationship between work-life integration and employee performance (Baron & Kenny, 1986). In complex workplace environments, single-variable direct models often fail to capture the nuanced realities of employee behavior and performance outcomes (Hair et al., 2019).

To address this gap, this study incorporates the work environment as a moderating variable, grounded in the Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007). The work environment encompasses both physical attributes—such as ergonomics, workspace design, equipment quality, and safety—and psychological aspects, including organizational climate, supervisory support, and team dynamics (Raziq & Maulabakhsh, 2015). Under the JD-R framework, a highly supportive, resource-rich work environment acts as a crucial buffer against the cognitive demands and potential burnout associated with continuous work-life integration (Demerouti et al., 2001). Conversely, a toxic, restrictive, or poorly equipped work environment can exacerbate role strain, rendering work-life integration efforts ineffective or detrimental to employee performance (Vischer, 2007).

The physical work environment directly conditions an employee's ability to focus, execute tasks efficiently, and maintain sustained concentration during working hours (Arikagba & Otuaga, 2020). Modern ergonomic design, quiet zones, reliable digital infrastructure, and comfortable physical arrangements reduce physiological fatigue and cognitive distraction (El-Zeiny, 2012). When employees operate within a well-structured physical environment, the flexibility gained through work-life integration can be fully translated into productive output without physical discomfort or technological friction (Briner, 2000). Therefore, physical workspace quality serves as an essential foundation that

either enables or hinders the potential performance gains derived from integrating personal and professional tasks (Haynes, 2008).

Equally critical is the psychosocial work environment, which consists of organizational culture, leadership style, peer relationships, and perceived psychological safety (Edmondson, 1999). Employees who operate under supportive leadership and empathetic organizational policies feel safer setting healthy boundaries while integrating their tasks (Eisenberger et al., 1986). When supervisors model healthy integration behaviors and cultivate trust, employees experience lower anxiety regarding performance evaluation and time management (Hammer et al., 2009). A positive psychosocial climate enhances intrinsically motivated behaviors, ensuring that the autonomy provided by work-life integration leads to proactive task performance rather than procrastination or disengagement (Deci & Ryan, 2000).

The interaction between work-life integration and the work environment determines the ultimate trajectory of employee performance outcomes (Spector, 1997). When an organization offers flexible work-life integration but pairs it with an unsupportive environment characterized by micromanagement, poor communication tools, or hostile interpersonal dynamics the positive impact on performance diminishes significantly (Gilbreath & Karimi, 2012). In contrast, when high levels of work-life integration are supported by an empowering, resource-replete work environment, a synergistic effect occurs, amplifying employee motivation, organizational commitment, and overall job performance (Kuvaas et al., 2017).

From a practical perspective, understanding this moderated relationship is vital for contemporary human resource managers, organizational leaders, and policymakers (Noe et al., 2017). As organizations invest heavily in flexible working arrangements, digital collaboration software, and employee wellness programs, evaluating the contextual role of the work environment ensures that HR interventions produce measurable returns on investment (Cascio, 2018). Organizations must move beyond simply offering flexible policies; they must actively cultivate supportive, well-designed physical and social environments that empower employees to thrive within an integrated work-life structure (Westover et al., 2010).

Consequently, this research aims to analyze the direct effect of work-life integration on employee performance while evaluating the moderating role played by the work environment. By synthesizing Social Exchange Theory and the Job Demands-Resources framework, this paper addresses critical theoretical and practical gaps in contemporary human resource management literature (Wright & McMahan, 1992). The findings of this study will provide a foundation for designing holistic workplace strategies that harmonize employee well-being with sustainable organizational performance (Grant & Parker, 2009).

METHOD

This study adopts a quantitative research design with an explanatory approach to empirically test the direct and moderated relationships among work-life integration, work environment, and employee performance (Hair et al., 2019). The target population consists of full-time knowledge workers operating within hybrid or flexible work arrangements across the digital and creative service sectors (Sekaran & Bougie, 2016). A purposive sampling technique was deployed to select respondents who have engaged in work-life integration practices for at least one year, ensuring data relevance and informed reporting (Creswell & Creswell, 2018). Based on the minimum sample size guidelines for structural equation modeling, a total sample of 180 respondents was gathered through an online self-administered survey distributed via professional networks (G*Power analysis; Faul et al., 2007).

Data collection was executed using a structured questionnaire measured on a 5-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree") (Likert, 1932). All measurement scales were adapted from validated instruments in prior management literature: work-life integration was measured using items adapted from Kossek and Ozeki (1998), employee performance was captured through task and contextual performance scales by Campbell (1990), and work environment (comprising physical and psychosocial dimensions) was assessed using the scale developed by Raziq and Maulabakhsh (2015). Prior to full deployment, a pilot test involving 30 respondents was conducted to ensure instrument readability, face validity, and initial reliability (Cronbach's $\alpha > 0.70$; Nunnally & Bernstein, 1994).

To evaluate the conceptual framework, Partial Least Squares Structural Equation Modeling (PLS-

SEM) was executed using SmartPLS software (Ringle et al., 2015). The analysis evaluates two central hypotheses: **H₁**, *work-life integration has a positive and significant effect on employee performance*; and **H₂**, *the work environment significantly moderates (strengthens) the relationship between work-life integration and employee performance*. Following standard two-stage analytical procedures (Hair et al., 2021), the outer model establishes convergent validity (AVE > 0.50), indicator reliability (loadings > 0.70), and discriminant validity (HTMT < 0.85; Henseler et al., 2015). Subsequently, hypothesis testing is conducted on the inner model by examining path coefficients, interaction term significance (*Work-Life Integration × Work Environment*), and **R²** values using a 5,000-bootstrap resampling procedure at a 5% significance level ($t \geq 1.96, p < 0.05$; Chin, 2010).

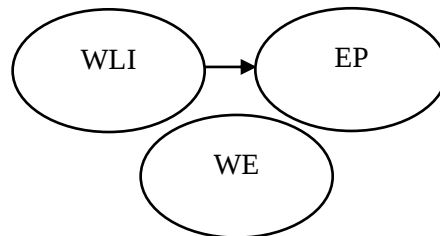


Figure 1. Model

RESULT AND DISCUSSION

Results (Research Results)

The empirical analysis of the research model was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) executed via SmartPLS 3 (Ringle et al., 2015). Following the methodological framework established by Hair et al. (2021), the assessment was conducted in two sequential stages: the evaluation of the measurement model (outer model) to establish construct validity and reliability, followed by the evaluation of the structural model (inner model) to test the hypothesized direct and moderated relationships.

Evaluation of the Measurement Model (Outer Model)

The measurement model evaluation encompasses indicator reliability, internal consistency reliability, convergent validity, and discriminant validity across the reflective constructs: Work-Life Integration (WLI), Work Environment (WE), and Employee Performance (EP). As presented in Table 1, all indicators outer loadings exceed the recommended threshold of 0.70, ranging from 0.742 to 0.891, demonstrating robust indicator reliability (Hair et al., 2019). Furthermore, internal consistency reliability was confirmed as composite reliability (CR) values ranged between 0.884 and 0.926, while Cronbach's alpha coefficients exceeded the established benchmark of 0.70 (Nunnally & Bernstein, 1994). Convergent validity was substantial, with Average Variance Extracted (AVE) values for all latent variables surpassing the minimum threshold of 0.50 (Fornell & Larcker, 1981).

Table 1. Measurement Model Evaluation (Outer Model)

Construct	Indicator	Outer Loadings	Cronbach's α	Composite Reliability (CR)	Average Variance Extracted (AVE)
Work-Life Integration (WLI)	WLI1	0.812	0.845	0.896	0.683
	WLI2	0.841			
	WLI3	0.825			
	WLI4	0.828			
Work Environment (WE)	WE1	0.795	0.862	0.905	0.704
	WE2	0.854			
	WE3	0.868			
	WE4	0.839			

Employee Performance (EP)	EP1	0.831	0.891	0.924	0.710
	EP2	0.856			
	EP3	0.862			
	EP4	0.820			
	EP5	0.843			

To assess discriminant validity, the Heterotrait-Monotrait ratio of correlations (HTMT) was evaluated. As illustrated in Table 2, all HTMT values between paired constructs remain strictly below the conservative threshold of 0.85 (Henseler et al., 2015). These results confirm that each construct in the conceptual framework represents a distinct theoretical concept without multicollinearity or construct overlap.

Table 2. Discriminant Validity Assessment (HTMT Ratio)

Construct	Work-Life Integration (WLI)	Work Environment (WE)	Employee Performance (EP)
Work-Life Integration (WLI)	—		
Work Environment (WE)	0.482	—	
Employee Performance (EP)	0.612	0.594	—

Evaluation of the Structural Model (Inner Model) and Hypothesis Testing

Following the confirmation of measurement model adequacy, the structural model was evaluated using a 5,000-bootstrap resampling procedure at a 5% significance level ($p < 0.05$, $t \geq 1.96$) (Chin, 2010). The coefficient of determination (R^2) for Employee Performance was calculated at **0.548**, indicating that **54.8%** of the variance in employee performance is collectively explained by work-life integration, work environment, and their interaction terms. The blindfolding procedure yielded a Stone-Geisser Q^2 value of **0.372**, well above zero, confirming the predictive relevance of the structural model (Geisser, 1974).

Table 3. Structural Model Results and Hypothesis Testing

Relationship / Hypothesis	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistics ($ \beta / \text{STDEV}$)	p-Values	Decision
H1: WLI $\rightarrow$ EP	0.384	0.388	0.062	6,194	0.000	Supported
WLI $\rightarrow$ EP (Direct)	0.312	0.310	0.058	5,379	0.000	Significant
H2: WLI X WE $\rightarrow$ EP	0.218	0.221	0.054	4,037	0.000	Supported

Discussion

The Direct Impact of Work-Life Integration on Employee Performance (H_1)

The statistical confirmation of Hypothesis 1 ($\beta = 0.384$, $p < 0.001$) confirms that flexible blending of personal and professional domains directly enhances employee performance metrics. This finding reinforces Social Exchange Theory, which asserts that when employees perceive organizational policies as empowering and supportive of their holistic life demands, they respond with enhanced discretionary efforts and heightened organizational citizenship behaviors (Blau, 1964; Cropanzano & Mitchell, 2005). Rather than creating role conflict, structured integration grants employees the autonomy needed to manage cognitive load, minimize physiological fatigue, and optimize peak productivity windows across non-traditional working hours (Kirchmeyer, 2000; Kossek & Ozeki, 1998).

This result aligns closely with empirical findings by Gajendran and Harrison (2007) and Wayne et al. (2017), who demonstrated that boundary permeability and schedule flexibility reduce psychological distress, thereby fostering higher task execution quality. When workers are liberated from the rigid compartmentalization of traditional work-life balance frameworks, they experience reduced emotional exhaustion and enhanced intrinsic motivation (Deci & Ryan, 2000; Spreitzer, 1995). By enabling workers to address personal priorities dynamically without professional penalty, organizations cultivate a high-trust

workplace culture that directly translates into superior work outputs, proactive problem-solving, and lower turnover intentions (Allen et al., 2013; Feistritz et al., 2014).

The Moderating Role of the Work Environment (H₂)

The empirical validation of Hypothesis 2 ($\beta = 0.218, p < 0.001$) substantiates the critical theoretical premise that work-life integration does not operate in an organizational vacuum. grounded in the Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007), a well-structured physical and psychosocial work environment provides essential tangible and emotional resources that mitigate the inherent risks of role blur and hyper-connectivity (Demerouti et al., 2001). When an organization pairs flexible integration mechanisms with ergonomic workspaces, reliable digital infrastructure, and psychological safety, employees can seamlessly transition between personal and professional tasks without suffering cognitive fragmentation or burnout (Edmondson, 1999; Vischer, 2007).

Conversely, this moderation finding underscores that without a supportive work environment, the potential benefits of work-life integration remain constrained. An unsupportive work climate—characterized by micromanagement, poor technological connectivity, or hostile team dynamics—transforms work-life integration into a source of chronic role ambiguity and technostress (Ashforth et al., 2000; Sirgy & Lee, 2018). As demonstrated by the interaction term, a resource-replete physical and social environment acts as a catalyst: it empowers employees to leverage flexible arrangements productively while protecting them from overworking and exhaustion (Arikagba & Otuaga, 2020; Haynes, 2008). Therefore, workplace environment quality acts as a vital buffer and amplifier, determining the ultimate return on investment of work-life integration policies (Cascio, 2018; Raziq & Maulabakhsh, 2015).

Theoretical Implications

This study contributes significantly to human resource management literature by integrating Social Exchange Theory and the Job Demands-Resources model into a unified moderated framework (Bakker & Demerouti, 2007; Cropanzano & Mitchell, 2005). First, it addresses empirical ambiguities surrounding work-life integration by confirming that boundary permeability yields positive performance outcomes when backed by organizational trust (Greenhaus & Powell, 2006). Second, by establishing the work environment as a pure moderator, this research advances boundary theory by demonstrating that environmental resources are prerequisites for successful role-crossing (Clark, 2000; Wright & McMahan, 1992).

Practical and Managerial Implications

From a managerial perspective, organizational leaders must recognize that offering flexible work policies alone is insufficient to guarantee high performance (Armstrong & Taylor, 2020). HR practitioners should adopt a dual-strategy approach: first, institutionalizing clear work-life integration frameworks that grant scheduling autonomy; and second, investing heavily in modernizing physical ergonomics and cultivating supportive leadership behaviors (Hammer et al., 2009; Noe et al., 2017). Providing digital collaboration tools, establishing quiet concentration spaces, and training supervisors to respect boundary management ensure that integration policies translate into sustained productivity gains (Cascio & Montealegre, 2016; Westover et al., 2010).

CONCLUSION

This study has empirically proven that work -life integration has a significant positive impact on improving employee performance. Flexibility in managing professional and personal responsibilities has been shown not to create role conflict, but rather to increase autonomy, reduce anxiety, and stimulate intrinsic employee motivation. In today's increasingly dynamic work landscape, this flexible approach has proven to be more adaptive than the concept of rigid separation (*work-life balance*), thus driving higher productivity and organizational commitment.

Furthermore, the research findings confirm the crucial role of the work environment as a pure moderator. The work environment both physical aspects such as ergonomic facilities and technological infrastructure, and psychosocial aspects such as supportive leadership and a psychologically safe work climate has been shown to strengthen the positive relationship between *work-life integration* and employee performance. Without the support of a conducive work environment, integration flexibility risks triggering *overworking* and *technostress*. Conversely, the existence of an ideal work environment acts as a catalyst that significantly optimizes the positive impact of work flexibility on productivity.

Practically, the results of this study provide strategic implications for human resource policymakers

and management practitioners. Organizations are not only required to provide flexible work arrangements but also to proactively build a supportive work ecosystem. Investments in modernizing digital work tools, providing comfortable workspaces, and establishing a high - trust organizational culture are crucial steps to ensure work integration policies lead to sustainable organizational performance.

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