

ABSTRACT

This study analyzes the relationship between the work environment and employee performance, where the integration of personal and professional life, the work-life balance variable, is tested as a variable that mediates the relationship between the two constructs in the work environment with a hybrid work system. The phenomenon of this study is the transition of work patterns in the public sector, where the flexibility of the hybrid system often triggers ambiguity between professional and personal spaces, which affects employee responsiveness.

This study uses a quantitative approach. Data collection was conducted using questionnaires from 71 respondents representing the entire population of civil servants at the Sukoharjo District Ministry of Religious Affairs Office using a census technique. The research model was operated using SmartPLS software by applying the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique.

The findings state that the work environment has a significant positive influence on work-life balance. Conversely, the work environment variable does not show a significant direct impact on employee performance. Significant results show that work-life balance acts as a full mediation linking work environment conditions with employee performance effectiveness. This phenomenon indicates that providing a supportive work environment in a hybrid work system does not automatically improve performance without work-life balance.

Keywords: *Work Environment, Work-Life Balance, Employee Performance, Hybrid Work, PLS-SEM.*

