

Impact of Work-Life Balance and Work Engagement on Innovative Work Behavior

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Abstract

This research explores the influence of work-life balance and work participation on innovative work behavior at PT Astra Agro Lestari Tbk. Using a quantitative approach with multiple linear regression analysis, this research involved 98 employees as research samples. The results of the normality test show that the data is usually distributed, while the linearity test indicates a linear relationship between work-life balance, work participation, and innovative work behavior. The regression analysis results show that work-life balance and work participation have a positive and significant effect on innovative work behavior, with an R^2 value of 0.291. This means that the two independent variables explain 29.1% of the variability in innovative work behavior. This study emphasizes the importance of work-life balance and work participation in driving innovation in the workplace. Companies can increase employees' innovative capabilities by balancing work and personal life and employee engagement. These findings provide insight for the management of PT Astra Agro Lestari Tbk to develop policies that support work-life balance and active participation as strategies to increase innovative behavior and organizational competitiveness.

Keyword: Innovative Way of Working; Work-Life Balance; Commitment to Work.

I. INTRODUCTION

The global economy is a dynamic and fiercely competitive arena. To thrive, an organization must establish a sustainable competitive advantage, as the impact of international partnerships, regulatory changes, market demands, and emerging technologies influences processes and performance (Ehtesham Rasi et al., 2019). The corporate sector, in particular, benefits from globalization's openness, crossing borders to promote both business and consumer engagement, and facilitating access to essential goods and services. Today's reality demands agile organizations that can quickly capitalize on opportunities, mitigate external threats, address internal weaknesses, and optimize resources.

Research on creative and innovative behavior has drawn criticism from activists in work psychology. While creativity focuses on inspiring the creation of new product designs through human behavior, innovative behavior is more focused on developing and implementing new concepts (Baghel et al., 2023). Creativity can be fostered individually, independently of group or organization, but innovative behavior is more closely tied to group and organizational

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participation, as well as individual and organizational leadership. Exploring the complex relationships and interactions among individuals, groups, and organizations involved in the process and outcome factors makes innovative behavior a vital area of study.

The findings of Kim & Shin, (2015) study offer valuable insights indicating that while certain characteristics like presenteeism and task interdependence may not have a direct impact on organisational engagement, there is a notable association between IT complexity, security risk factors, and creative behaviour. This suggests that the implementation of efficient IT rules and risk management in the workplace might have a significant impact on promoting creativity. Within the framework of work-life balance and work engagement, this underscores the need for establishing a work atmosphere that not only facilitates workers' work-life balance but also empowers them to actively participate and generate innovative ideas. Therefore, gaining a more profound comprehension of the interplay between various components of the work environment may aid organisations in devising more efficient tactics to improve both job engagement and innovative behaviour.

Furthermore, research by Ramos et al., (2018) conducted a study that corroborates the results by investigating the impact of working circumstances on creativity and invention. The study discovered that work settings that promote autonomy, offer sufficient resources, and enable balanced job challenges have a substantial impact on levels of creativity and innovation in the workplace. The research highlights that favourable working circumstances not only decrease conflicts between work and personal life but also enhance employee engagement, which subsequently has a beneficial effect on their inventive behaviour. Therefore, implementing a comprehensive strategy to address both the technical and non-technical elements of the work environment can play a crucial role in fostering employee engagement and promoting creativity (Ramos et al., 2018).

In addition, a study conducted by Oludayo & Omonijo, (2020) conducted a study that found specific elements in the workplace, such as the need for flexible scheduling and the presence of social support from colleagues and supervisors, significantly impact employees' capacity to balance their work and personal responsibilities. According to their statement, achieving a healthy work-life balance enhances workplace engagement by boosting job satisfaction and decreasing working stress, hence promoting inventive behaviour. By creating a nurturing atmosphere, organisations enhance both the physical and mental health of their employees while also inspiring them to make more significant and inventive contributions to the organisation (Oludayo & Omonijo, 2020).

Koroglu & Ozmen, (2022) conducted a recent study that revealed the crucial role of the Job Demands-Resources (JD-R) model in understanding the relationship between work resources, work demands, job engagement, and inventive behaviour. The study revealed that the presence of work resources, such as peer support and professional development opportunities, not only assisted employees in coping with job-related stress but also enhanced their level of involvement in their work. Employees' strong involvement fosters significant contributions to organizational innovation. Therefore, it is crucial to enhance the resources available in the workplace to promote work-life balance and encourage innovative work behaviour among employees (Koroglu & Ozmen, 2022 ; Bakker et al., 2023).

An extensive review of literature on work-life balance reveals a pressing need to shift focus from the limited 'work' versus 'family' dichotomy. To that end, a proposed model aims to examine the work-life balance structure and its impact on various factors, including employee engagement, emotional congruence, turnover intentions. The paper discusses the theoretical and practical applications of the study's findings, stressing the importance of further research in this area. The study indicates that work-life balance plays a significant role in shaping work engagement by fostering emotional coherence (Shankar & Bhatnagar, 2010).

PT Astra Agro Lestari Tbk, our company, arose from a consolidation of several businesses that spearheaded the plantation industry of Indonesia for over 30 years. Initially cultivating cassava, it expanded into rubber and subsequently, oil palm following Riau's introduction of oil palm cultivation in 1984. With adept management, it grew into one of the most exceptional oil palm plantations. Presently, it manages a total area of 286,727 hectares spanning the Sumatra, Kalimantan and Sulawesi islands as of 2021.

PT Astra Agro Lestari Tbk values the role of its employees' creativity and innovation in the research and development of its products. To foster this, the company cultivates a supportive environment and encourages workforce participation. Management is skilled at eliciting creative and innovative behavior from employees, enabling PT Astra Agro Lestari Tbk to strive towards its goal of becoming the world's most innovative and productive agribusiness company.

II. LITERATURE RIVIEW

1. Innovative Work Behavior

Innovation has been predominantly regarded as a solitary endeavor since the 1980s. Its examination has evolved from management, communication, and anthropology to encompass psychology and sociology. Psychologists' early investigation into innovation gave birth to the term Innovative Work Behavior (IWB), or simply Innovative Behavior. According to De Jong, innovative behavior refers to a wide range of individual traits, actions, and products, all of which can be classified as sets of actions (Rabia, 2012).

Scotland and Bruce presented the IWB concept in 1994 and 1998, and it has since garnered significant attention in academic literature. To date, 31 international journal articles have been published exploring the subject, with the Netherlands being particularly renowned for its concepts and analyses. These studies employ both quantitative and qualitative research techniques, with IWB serving as either the dependent or independent variable. Numerous IWB concepts, such as those introduced by Mukherjee in 2012, have also been studied: Innovative work behavior is the generation of new ideas (idea generation), the acquisition, discovery and procurement of ideas, their general implementation, and the improvement of competitiveness through product and process innovation and continuous adaptation to environmental changes. cross-border exchange of ideas and the process of obtaining approval for , innovation recognition and support (idea promotion) (Mukherjee, 2012). Mukherjee's vision proposes that the IWB fosters novel concepts, seeks out sources to actualize them, and collaborates with members to enhance the organization's adaptability and edge in the market. Through generating product and process innovations, a positive impact is made on the environment (Hadi et al., 2020). Adapting to dynamic environments requires individuals to endorse and acknowledge innovation. Evidently, innovators not only conceive and devise like creators, but also implement their ideas for the greater good by sharing them with fellow members (Beula et al., 2022).

Innovative work behavior, as per the West and Farr concept, stresses the importance of introducing valuable processes, products, or procedures. The notions of (Dincer & Orhan, 2012) lend further support to this concept. Innovative work behavior is defined as the sum of actions involving developing ideas, encouraging their implementation, and implementing ideas for the benefit of the organization. (Dincer & Orhan, 2012). Hasan Dincer and Umit's IWB concept encompasses the creation, cultivation, and execution of ideas to advance an organization. Initially introduced by Scott & Bruce et al., this notion has since been refined to an even higher degree: We define Innovative Work Behaviors (IWB) as behaviors consisting of complex and integrated activities related to exploring possibilities, generating ideas, promoting ideas, and implementing ideas through intention, organization, and Conceptualize through the use of units of work and individuals (Gupta, 2014).

Proposed that to attain innovative outcomes, it is essential to maintain creative behaviors with necessary support (Elidemir et al., 2020). They also defined IWB as: IWB can be defined as an employee's behavior directed toward an employee's job function, a departmental unit, or an organization's products, processes, and methods. Examples of such behavior include exploring new technologies. This includes recommending new strategies to achieve, adopting new ways of working, and procuring support and resources to implement new ideas (Cresswell & Sheikh, 2013). The idea behind IWB is to encourage the generation, application, and execution of innovative concepts, products, methods, and processes.

Innovative work behaviors are born from the exploration, implementation, and execution of new ideas. These behaviors manifest in various forms, such as processes, methods, procedures, and products. By nurturing these behaviors within individuals, organizations can aspire to become innovative hubs, fostering creativity and promoting progress.

Innovative work behaviors refer to the human actions aimed at generating, implementing, or proposing novel knowledge in the form of constructive ideas and solutions throughout an organization, as outlined in the conceptual description. The following metrics can be used to measure them: (1) generate ideas, (2) look for opportunities, (3) seek help, (4) compete ideas, and (5) implement ideas

2. Work Life Balance

The daily routine of an employee entails juggling between two distinct spheres - the professional and familial. On one hand, they are an integral part of an organization, where they earn their livelihood. On the other hand, they shoulder responsibilities as a family member. To strike a healthy balance, employees must adeptly manage their time between

both areas of their life (Lakshmypriya et al., 2022).

In his book, Armstrong & Taylor, (2023) references the Work Foundation's notion of achieving equilibrium between work and personal life: , The Work Foundation describes work-life balance as the state of achieving a harmonious equilibrium between one's professional and personal life. This includes fulfilling parental obligations, taking care of dependents, and pursuing leisure activities and hobbies)' (Amstrong, 2009). The Work Foundation characterizes work-life balance as the state in which employees find contentment in balancing their work and non-work engagements (Lakshmypriya et al., 2022). This involves juggling various parenting and general care responsibilities, as well as pursuing diverse interests and activities.

Furthermore, Ivancevich & Konopaske, (2013) also argue that: Organizations are increasingly prioritizing the balance between work and family life for their employees. While it may not be as revolutionary as initially anticipated, an emerging trend involves organizations accommodating their diverse employees by providing flexible work arrangements. These can include telecommuting, flexitime, and job sharing. By granting employees more autonomy over their work, it is believed that they will be better equipped to maintain a healthy work-life equilibrium (Ivancevich & Konopaske, 2013). In a bid to improve the work-life balance of employees, organizations have been urged to prioritize resources towards achieving this goal. Though it may not be the dramatic change anticipated, certain trends have come to light that organizations are beginning to tackle. As workplaces evolve, flexible arrangements like job sharing, telecommuting, and hourly wages are becoming increasingly prevalent and professional responsibilities.

Additionally, Pilbeam & Corbridge, (2006) describe a work-life/family-friendly balance as: , family-friendly / work-life balance benefits include holiday entitlement, maternity, paternity, parental and other family leave, and childcare vouchers, sports, social and holiday facilities (Pilbeam & Corbridge, 2006). The program for balancing work and life encompasses various components such as vacation entitlements, maternity leave, parental leave for both mothers and fathers, and vouchers for benefits, sports, and childcare. While Adya Hermawati posits that the quality of work-life is achieved through systematic planning and instructions, thereby becoming an organizational activity or initiative aimed at realizing company objectives. (Hermawati, 2022).

Kossek & Lambert, (2004) On the other hand, define work-life balance as: , These options offer workers greater autonomy over their schedules, enabling them to achieve a more harmonious work-life balance In contemporary workplaces, work arrangements like job sharing, hourly wages, and telecommuting have gained popularity. (Kossek & Lambert, 2005). These arrangements offer greater control to employees over their work schedules, resulting in a better balance between their professional and personal lives. This involves setting aside ample time for socializing, engaging in leisure activities, and spending quality moments with family and friends.

Based on the concept descriptions provided above, The term "work-life balance" encompasses the freedom for employees to relish quality time with loved ones, as well as the chance to pursue other recreational interests at their leisure, as measured by four key metrics: 1) the ability to spend time with family and friends, 2) meeting work obligations, 3) addressing personal needs, and 4) the extent of work freedom provided by organizational policies (Palupi & Tjahjono, 2016).

3. Job Engagement

The longevity of human resources is a crucial determinant of organizational growth. This is due to the fact that all organizational operations are executed by the workforce. In essence, the realization of organizational objectives thrives on the level of engagement employees bring to the table. Numerous theories from sources aplenty expound on the import of workforce participation.

Achieving a work-life balance is a crucial factor for employees to sustain a healthy equilibrium between their personal and professional lives. The state of work-life balance is when a worker's career and personal life find a stable equilibrium. Kanungo suggests that job involvement is a current descriptive belief, while work involvement is a normative conviction that stems from past experiences the first aspect pertained to how fulfilling one's existing job was, while the second referred to a broader belief about the significance of work. This could involve considering it as a pivotal interest in one's life, which is shaped by cultural socialization (Rotenberry & Moberg, 2007).

According to several researchers, including Park and Young, Sersi and Olson, and Zaichkowsky as quoted by Yong, it is widely agreed that one's level of involvement can be determined by the degree of personal interest and relevance they hold towards a subject (Yong, 2010). Abdolahi et al., (2011b) defined labor participation as an individual's

adoption of job values and importance, which are connected to factors such as occupation, IT skills, working conditions, wages, and job characteristics, as well as gender-specific job details. They echoed Athanasou's assertion that disparities in age groups and unemployment rates significantly impact career dominance (Abdolahi et al., 2011b).

Engaged employees are a valuable asset to any organization. This theory posits that employees who feel connected to their work view their performance as integral to their personal and professional success. Further research on employee engagement has revealed two distinct perspectives, both of which shed light on the factors that contribute to this critical aspect of organizational success. (Brown, 1998): (a) Workers engage in labor participation due to their inherent desire for certain needs, values, or characteristics that are derived from their work. This may or may not be influenced by the level of involvement the worker has in their job. (b) The level of labor participation depends on the conditions of the job and the working environment. In simpler terms, people tend to get more invested in their work if the conditions are favorable, and less so if they are not. Building on these ideas, work engagement is an indicator of the degree to which someone is emotionally invested in their job, making it a crucial factor in determining their self-esteem. indicators of work engagement in 1) emotional engagement with work; 2) Participation in working thinking. 3) Inclusion of work attitudes.

4. The Effect of Work-Life Balance on Innovative Work Behavior

The equilibrium between personal life and work, known as work-life balance, is crucial for employee satisfaction. On the other hand, innovative work behavior focuses on creating and implementing fresh, useful ideas across all organizational strata. It is a proactive measure that...

In a 2015 research journal titled "The Effect of Smartwork Environment on Organizational Commitment and Innovative Behavior in the Global Financial Service Industry," Kim. and Shin S. presented a theory developed by Koo, S.H., Lee, and J.E. The theory explores the correlation between work-life balance and innovative work behavior (Kim & Shin, 2015). The rising demand for flexible working hours and the emergence of evolving network technologies have given rise to the smartwork environment, in response to the varying personal values and tasks of workers. The term "smartwork environment" refers to the integration of Information and Communication Technology (ICT) with traditional practices like teleworking, flexible working, and home-based work. This convergence aims to enhance productivity and improve the overall quality of life (Kim & Shin, 2015).

As employees' values and work tasks evolve, there is a pressing need to achieve work-life balance. This has led to a surge in demand for both overtime and flexible work arrangements. Additionally, technology networks have facilitated a new way of working - one that emphasizes productivity and quality of life. Coined as an intelligent work environment, By harmonizing traditional principles like adaptable work schedules with advanced communication technologies, it creates a seamless union of the two, and the blurring of boundaries between home and office work.

The preceding depiction insinuates that achieving equilibrium between work and life nurtures and directly stimulates creative work behavior.

5. The Effect of Work Engagement on Innovative Work Behavior

Labor participation involves the active involvement of individuals, employing all their capacities to achieve organizational excellence. Innovative work behavior, on the other hand, is the individual's action aimed at introducing, producing, or applying novel knowledge in some form. We offer profitable and inventive solutions for every level of the organization.

Jex & Britt, (2014) put forth a theory connecting work engagement to innovative work behavior: Innovation-oriented employees are typically self-motivated and driven to excel in their work. Therefore, according to the authors, leaders must focus on creating an environment that channels motivation towards creativity (Jex, S.M. & Britt, 2008). To sum up, the authors assert that innovative work tends to boost employees' motivation, while managerial responsibilities can foster situations that inspire creativity.

Bakker et al. have proposed a possible correlation between work commitment and innovative work behavior. (Agarwal et al., 2012b) conducted a study titled Linking LMX which supports this theoretical connection, The correlation between work engagement, innovative work behaviour, and turnover intentions has been a topic of research. Bakker et al. discovered that work engagement, specifically its three dimensions of vigour, dedication, and absorption, plays a mediating role in the development of innovative work behaviour (Tjahjono, 2011). The study highlights positive

correlations between innovativeness and work engagement, which may have an impact on reducing turnover intentions. Bakker's study discovered that professional participation in three dimensions showed a positive correlation with innovative ability. These dimensions were identified as Mind, Dedication, and Absorption, as outlined in Agarwal et al.'s work from 2012.

Drawing from the preceding elucidations, one could posit that engagement in work has a constructive and unambiguous impact on innovative work conduct. Drawing on the findings of the literature review and existing research, the theoretical framework formulated in this study can be characterized as follows:

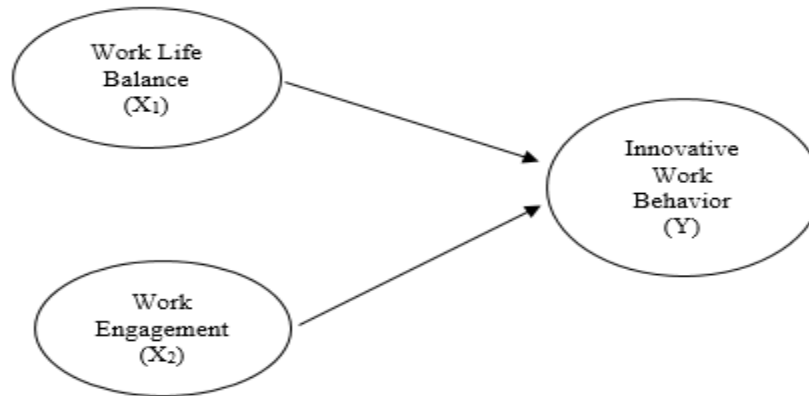


Figure 1. Framework of Thinking

6. Hypothesis

Based on the problem identified, the hypothesis is formulated as follows.

H₁: Work-life balance has a huge positive impact on innovative ways of working

H₂: Labor participation has a large positive impact on innovative labor behavior

H₃: At the same time, work-life balance and work participation have a significant positive impact on innovative ways of working.

III. Methods

Between April and September 2022, a six-month study was carried out at PT Astra Agro Lestari Tbk. The reachable population and total number of employees amounted to 130 individuals. To establish the appropriate sample size, the researchers employed (Suryani, 2015) Throbin method and used a multiple regression analysis approach (Suryani & Hendrayadi, 2015). In order to gauge the level of innovative work behavior among his employees, the precision level was set at 0.05 or 5%. As a result, a sample of 98 respondents from the middle management level, out of a total of 130 employees, was analyzed, representing 95% of the workforce.

IV. Results and Discussion

To ensure accurate results, it is advisable to examine the prerequisites of data analysis such as normality and linearity tests, before proceeding to test hypotheses.

Upon processing data with SPSS 25, a normality test was conducted and the resulting output is presented in Table 1.

Table 1. Test of Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Y (Innovative Work Behavior)	,067	98	,200*	,984	98	,266
X1 (Work Life Balance)	,052	98	,200*	,983	98	,252
X2 (Work Engagement)	,069	98	,200*	,989	98	,573
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Looking at the results presented in Table 1, it's evident that the Kolmogorov-Smirnov column shows significance values of 0.200 for innovative work behavior, work-life balance, and work engagement. As all of the variables have a significance greater than 0.05, we can safely infer that the demographic data for these factors follow a normal distribution.

Table 2 provides a summary of the results of the linearity test calculation, as observed through the utilization of SPSS 25.

Table 2. Linearity Test Between Work Life Balance and Innovative Work Behavior

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Y (Innovative Work Behavior) * X1 (Work Life Balance)	Between Groups	(Combined)	3860,583	43	89,781	1,363	,140
		Linearity	1526,903	1	1526,903	23,174	,000
		Deviation from Linearity	2333,680	42	55,564	,843	,715
	Within Groups		3557,917	54	65,887		
	Total		7418,500	97			

The ANOVA table output for Table 2 shows a clear and direct correlation between innovative work behavior and work-life balance. The linearity test is particularly noteworthy since its very low significance value of 0.000 confirms this relationship. This finding is further supported by the fact that the value is less than the threshold of 0.05, we can safely conclude that the two variables are linearly related.

Table 3. Linearity Test Between Work Engagement and Innovative Work Behavior

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Y (Innovative Work Behavior) * X2 (Work Engagement)	Between Groups	(Combined)	5089,750	48	106,036	2,231	,003
		Linearity	922,662	1	922,662	19,414	,000
		Deviation from Linearity	4167,088	47	88,661	1,866	,016
	Within Groups		2328,750	49	47,526		
	Total		7418,500	97			

Table 3's output reveals the results of the linearity test between task participation and innovative task behavior presented in the ANOVA table. Notably, the linearity test yielded a significance value of 0.000, The connection between work commitment and innovative work behavior is linear, as evidenced by a significance value below 0.05.

After processing the data through SPSS 25, the output for the hypothesis test is presented in Table 4.

Table 4. Hypothesis Test Calculation Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	68,026	8,023		8,478	,000
1 X1 (Work Life Balance)	,311	,066	,412	4,729	,000
X2 (Work Engagement)	,181	,054	,295	3,383	,001
a. Dependent Variable: Y (Innovative Work Behavior)					

According to the results of hypothesis testing using the SPSS 25 program and presented in Table 4, work-life balance had a significant positive effect on innovative work behavior as indicated by a sig value of 0.000, which is less than the significance level of 0.05. Therefore, we reject H0 and conclude that higher work-life balance predicts innovative work behavior. Additionally, work commitment was found to have a positive impact on innovative work behavior, with a sig value of 0.001. Hence, we reject H0 and conclude that higher work commitment predicts innovative work behavior.

Table 5 reveals the outcome of the hypothesis testing carried out on the innovative work behavior, using data processed through SPSS 25. The study aimed to evaluate the impact of work-life balance and joint labor participation on the said behavior.

Table 5. Calculation Result of Hypothesis Testing the Join Effect of Work-Life Balance and Work Involvement on Innovative Work Behavior

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2160,330	2	1080,165	19,515	,000 ^b
1 Residual	5258,170	95	55,349		
Total	7418,500	97			
a. Dependent Variable: Y (Innovative Work Behavior)					
b. Predictors: (Constant), X2 (Work Engagement), X1 (Work Life Balance)					

The SPSS 25 program yielded a significant value of 0.000 when testing the hypothesis with Table 5. This result indicates that H0 is rejected because $\text{sig} = 0.000 < 0.05$. The correlation between work-life balance and work engagement with innovative work behavior is apparent. In fact, as work-life balance and work engagement increase, the potential for innovative work behavior tends to rise correspondingly.

Table 6 displays the correlation and certainty coefficient results from the hypothesis testing of work-life balance and shared labor participation effects on innovative work behavior, which were processed by SPSS 25:

Table 6. Correlation Coefficient and Determination Coefficient Calculation Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,540 ^a	,291	,276	7,440
a. Predictors: (Constant), X2 (Work Engagement), X1 (Work Life Balance)				

The SPSS 25 program's data analysis, represented in Table 6, reveals a correlation coefficient (R) value of 0.540. This value falls within the range of 0.400 to 0.599, indicating a moderate correlation between work-life balance, work commitment, and innovative work behavior.

The R squared or R² value obtained from the analysis is 0.291, which means that the independent variables, namely work-life balance and work engagement, contribute 29.1% to innovative work behavior, the dependent variable. This implies that the model explains only 29.1% of the total variability in innovative work behavior since the other 70.9% of the variation is attributed to other variables that were not considered in the study.

The findings from our hypothesis analysis and validation demonstrate the successful confirmation of the three hypotheses outlined in this study. This achievement holds significant implications for PT. Astra Agro Lestari Tbk, particularly in terms of (1) embracing work-life balance as a means to foster innovative work styles, (2) encouraging greater labor participation in innovative labor behavior, and (3) realizing innovative methods of working by balancing work-life equilibrium while simultaneously promoting participation in work.

The following presents a thorough depiction of the examination of the research hypotheses and an extensive discourse on the validation results

1. Results of Hypothesis Testing Effect of Work – Life Balance(X1) on Innovative Work Behavior (Y)

Maintaining a healthy equilibrium between professional duties and personal affairs is pivotal for an employee's overall welfare, known as work-life balance. Proper management of this aspect within an organization is essential. PT Astra Agro Lestari Tbk, a palm oil plantation company based in Indonesia, recognizes this importance.

The study confirms the belief that maintaining a healthy work-life balance leads to greater levels of innovative work behavior in PT Astra Agro Lestari Tbk. The empirical research findings amply demonstrate that work-life balance has a direct, and affirmative impact on innovative methods of working. A hypothesis test conducted through SPSS 25 software, for instance, produced hypothesis test results revealing a sig value of 0.000 for work-life balance. The rejection of H₀ is evident since $\text{sig} = 0.000 < 0.05$. It, therefore, follows that work-life balance has a positive influence on innovative work behavior.

The Effect of Smartwork Environment on Organizational Commitment and Innovative Behavior in the Global Financial Service Industry, With varying personal values and job roles, the need for a work-life balance has surged (Kim & Shin, 2015). The rise in demand for overtime, flexible hours, and technological advancement has given way to a new era of working: the intelligent work environment (Pranata, 2024). This term is a blend of communication and information technology, flexible work arrangements, and the pursuit of high productivity and quality of life. A recent study revealed a decision R² coefficient of 0.256 or 25.6%. It's clear that work-life balance fuels innovative work practices with a significant p-value of <0.01 (Kim & Shin, 2015).

The findings of this study validate the importance of work-life balance in promoting creative work behavior at PT Astra Agro Lestari Tbk. This discovery is consistent with other studies that indicate a positive correlation between a favourable work-life balance and increased levels of creativity and invention in the professional setting (George & Sreedharan, 2023; Bhat et al., 2023). In their study, Greenhaus and Allen (2011) discovered that individuals who perceive a favourable work-life balance have elevated levels of engagement and motivation, leading to more inventive behaviour. Furthermore, the outcomes of hypothesis testing that confirm the substantial impact of work-life balance on innovative work behaviour suggest that this factor is not only crucial for the welfare of employees but also for the long-term viability of the organisation as a whole.

Out of four indicators for work-life balance, two require attention - those that cater to individual staff needs and the organization's work flexibility policy. Enhancing these metrics can boost innovative work behavior. Although existing

indicators like meeting job necessities and having ample personal time are commendable, PT Astra Agro Lestari's management must prioritize the improvement of the aforementioned indicators to maintain a healthy work-life balance for its employees.

This study provides empirical evidence that highlights the importance of work-life balance in innovative work. The results suggest that work-life balance is a vital factor that significantly influences behavioral variables.

This empirical evidence serves to underscore the significance of work-life balance as a crucial variable that bears a direct influence on innovative work behavior.

2. Results of Hypothesis Testing Effect of Work Involvement (X2) on Innovative Work Behavior (Y)

The concept of work engagement gauges an individual's psychological investment in their career, with a crucial link to self-esteem. For organizations to facilitate labor force participation, they must effectively manage the factors at play. PT. Astra Agro Lestari Tbk. is a leading Indonesian oil palm plantation business operating in this vein.

This study is consistent with the hypothesis that work engagement affects PT innovative work behaviors. Results of a validation study by Astra Agro Lestari Tbk. show that labor participation has a positive and direct impact on innovative work behaviour. This can be demonstrated by hypothesis testing. This hypothesis test uses the SPSS 25 program to obtain the hypothesis test results, and gives a sig value of 0.001 for work-life balance. Reject H_0 if $\text{sig} = 0.001 < 0.05$. It can be concluded that labor participation has a positive impact on innovative work behavior.

This is supported by expert opinion on the theoretical framework proposed by Jex SM. Showed that employees engaged in innovative work tend to be more motivated to complete their work. It's the leader's job to create the conditions that spark creativity (Jex, S.M. & Britt, 2008). This is consistent with the view of Bakker et al. In a study by Agarwal et al. Bakker found that innovative capacity was positively correlated with three dimensions of occupational engagement. (1) Mind. (2) Dedication. (3) absorption (Agarwal et al., 2012a).

Multiple studies provide robust evidence for the significance of employee engagement in fostering innovation, which in turn enhances motivation and productivity. Carvajal & Sanchez, (2024) underscore the crucial role of leaders in creating an environment conducive to innovation, inspiring individuals to approach their responsibilities with greater creativity. This research aligns with the discoveries made by Bakker and his colleagues, who demonstrate that the ability to innovate is positively associated with three aspects of professional engagement: cognitive involvement, emotional commitment, and complete absorption (Carvajal & Sanchez, 2024).

Furthermore, Brahmasari & Ratih, (2024) conducted a recent study that demonstrates the substantial influence of organisational values and situational leadership on both organisational commitment and performance, with competence acting as a moderating factor. This suggests that there are specific elements within the work environment that might enhance employee engagement and motivate them to attain greater levels of performance (Brahmasari & Ratih, 2024). Therefore, it is crucial for leaders to comprehend and implement ideas that might maximise motivation and creativity in the workplace.

Of the three labor force participation indicators, one (1) needs improvement: the labor force participation index. This indicator can be improved, as an increase in this indicator would certainly help improve innovative work behaviour. Already good indicators of emotional engagement at work and mental engagement at work, but PT. In order to store this indicator correctly, Astra Agro Lestari Tbk. should be processed.

Based on empirical evidence, these results indicate that job participation is a very important variable that directly affects innovative work behavior variables. Based on the above theories and the empirical evidence provided by this study, it is clear that job participation has a direct positive effect on innovative work behavior.

3. Results of Hypothesis Testing Effect of Work Involvement (X3) on Innovative Work Behavior (Y)

From the results of hypothesis testing using the regression equation $\hat{Y} = 68.026 + 0.311 X_1 + 0.181 X_2$ and the sig value of ANOVA, it can be seen that work-life balance and labor force participation affect innovative work behavior. Table 5. Joint Effects Hypothesis Tests - Labor Participation for Work-Life Balance and Innovative Work Behaviors Calculated from Hypothesis Test Results Using the SPSS 25 Program to a sig of 0.000. Because $\text{sig} = 0.000 < 0.05$ rejects H_0 . The correlation between work-life balance, work engagement, and innovative work behaviors is apparent. In fact, a better work-life balance and work engagement can be strong indicators of innovative approaches to work.

The correlation between innovative work styles and work-life balance, as well as work engagement, is indicated by a multiple correlation coefficient value of 0.540. This means that as work-life balance and work engagement scores improve, there is a corresponding increase in innovative work styles. The coefficient of determination (R^2) that measures the impact of work-life balance shows an increase in this regard and work commitment on innovative work behavior was 0.291. This means that 29.1% of innovative work behaviors are the result of work-life balance and collaboration, and 70.9% are driven by other variables related to innovative work behaviors. But it was not checked in the study. When a company has a good work-life balance and is led by leaders who have a strong commitment to work, they can work together to drive innovative work behaviors for the organization.

The study's findings indicate that work-life balance and workforce involvement have a significant impact on innovative work behavior, as demonstrated by the results of hypothesis testing. The regression analysis revealed that any improvement in work-life balance and work-engagement ratings resulted in an increase in creative work behavior. A significance value (sig value) of less than 0.05 in an analysis of variance (ANOVA) indicates that the regression model is statistically significant. Therefore, the null hypothesis (H_0), which assumes no impact, may be rejected.

Further analysis of these data indicates that achieving a balance between work and personal life is not only crucial for the well-being of employees, but it also plays a significant role in stimulating innovative behaviour inside the workplace. The coefficient of determination (R^2) of 0.291 indicates that about 29.1% of the variability in creative work behaviour can be accounted for by the factors of work-life balance and work engagement. This suggests that there are more variables that impact inventive behaviour that have not been investigated in this study.

Utomo et al., (2023) conducted a previous study that found an impact on innovative work behaviour on the perception of trust and support within an organisation. This emphasizes the complex relationship between internal organizational factors and innovative performance outcomes (Utomo et al., 2023). Akhsa and Hafasnuddin's study underscores the importance of organisational culture and work environment in boosting employee performance. The study suggests that work motivation acts as a mediator, underscoring the importance of establishing supportive working conditions to maximise employee productivity (Ishak et al., 2024).

Soelistya & Asrat, (2024) conducted a study that examines the impact of academic supervision and infrastructure on teacher performance, with teacher competence acting as a mediator. Their findings indicate that supportive elements in the work environment play a significant role in enhancing performance effectiveness (Soelistya & Asrat, 2024). Tannous & Yoon, (2018) highlight the significance of risk, sustainability, and cooperation in global supply chain management. These factors are crucial for creating sustainable and creative strategies inside organisations. The findings offer useful insights for leaders and managers in developing successful strategies to promote inventive performance by focusing on work-life balance, work engagement, and other elements that impact innovative behaviour.

V. CONCLUSION

The findings of this study underscore the significant influence of work-life balance and work engagement on innovative work behavior within PT Astra Agro Lestari Tbk. The empirical evidence suggests that maintaining a healthy equilibrium between professional and personal life not only enhances the well-being of employees but also positively impacts their ability to engage in innovative work practices. The data analysis, conducted using SPSS 25, confirmed that work-life balance and work engagement strongly correlate with innovative work behavior, with a combined contribution of 29.1% to the variability in this behavior. This highlights the importance of fostering a supportive work environment that promotes work-life balance and active employee participation as critical strategies for driving organizational innovation. Furthermore, the study suggests that enhancing specific work-life balance indicators, such as organizational flexibility and catering to individual staff needs, can further boost innovative work behavior. These findings provide valuable insights for management in formulating policies and practices that prioritize employee well-being and cultivate a culture of innovation, thereby contributing to the long-term success and sustainability of the organization.

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