



## Impact of Work-Life Balance and Work Engagement on Innovation Work Behavior

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### ABSTRACT

Workers are human resources who function as the most important asset in moving a company so that it can compete or survive with its competitor companies in achieving its goals. To be able to compete or survive this situation, companies need workers who are able to work well and carry out unlimited innovations for the benefit of the company. In the post-Covid-19 era, many companies still implement a work from home system where workers do not need to always go to the office and hold meetings or negotiations with clients via an online system so that work can be completed anytime and anywhere (no restrictions). Without realizing it, this change in work patterns makes the boundaries between personal life and work become blurred, where work is no longer limited by the term "working hours" or the lack of work-life balance. In the absence of work-life balance, workers will experience excessive stress which will have an impact on the intensity of their work involvement, where there will be a decrease in work quality, pride, dedication, motivation, thus having a negative effect on workers' behavior in making innovations. In this article, work-life balance and work engagement of workers have a serious impact on increasing innovative work behavior to support the company's future development.

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## INTRODUCTION

In the world of work, workers are human resources who function as important assets to move a company so that it can survive and compete against its competitor companies in achieving its goals (Runtu et al., 2022). To increase the percentage of excellence in competition, a company needs to have something unique that makes it attractive for the company to be noticed by the market. This uniqueness can be created by recruiting qualified, agile and agile workers to conduct research on market demand and produce unlimited innovations that will benefit the company. This innovative work behavior is needed not just once or twice, but regularly, continuously and sustainably in accordance with existing market developments and desires. Moreover, since the Covid-19 pandemic hit, there have been quite significant changes in work habits within companies. In the post-Covid-19 pandemic era, many companies still implement a "work from home" system where workers do not need to always go to the office to deal with busy or traffic jams and it is easy to meet with clients, colleagues or bosses via an *online system*. (*on line*). This means that a worker's work can be completed anytime and anywhere and there is no time limit, as it can be done early in the morning or at night according to the worker's wishes. Without realizing it, a worker's work pattern experiences changes that make the boundaries between personal life and work become blurred and work is no longer limited by the term "working hours" or there is no longer a work-life balance in the worker's life (Permana, 2023). To maintain the performance of innovative work behavior, one of the benchmarks is to avoid work-life imbalances like this.

Lack of implementation of work-life balance will be a factor that triggers stress for workers. The increasing number of company demands and targets that workers must achieve means that workers have to sacrifice more time to be in the office or do overtime. If this is done once or twice with the support of facilities and overtime pay, then workers can still maintain their innovative work behavior performance. However, if this happens continuously and there is no support from the company to maintain the mental and psychological condition of the workers, then the quality of the workers' work will decline and result in a loss of dedication, enthusiasm and work behavior to provide new innovations that can support improving company quality. Apart from the need to maintain work-life balance, another benchmark for increasing innovative work behavior is work involvement which is related to a worker's commitment and motivation in carrying out their work. A worker who feels supported, given opportunities, has his hopes fulfilled and his opinions listened to by the company, will increase the worker's motivation and commitment to be more involved, present, and spend longer working hours creating and combining innovative ideas to solve problems that occur. at the company. However, if the company is anti-criticism and does not care about its workers, then the work-life balance offered by the company will not necessarily be able to influence increased work engagement in generating innovative ideas. Work engagement will increase along with worker satisfaction with their work environment. Therefore, it is necessary to analyze the impact of two

benchmarks, namely work-life balance and work engagement, on the innovative work behavior of a worker in the company.

## THEORETICAL REVIEW

According to Arimurti (2023), *work life balance* is a situation where a person can manage and divide their time and energy well between work life and personal life. According to Lockwood in Diah and Al Musadieq (2018), *work life balance* is a condition of balance between two demands, namely work (a person's ability to fulfill tasks in their work) and a person's individual condition (remaining committed to their family and responsibilities outside of work).

According to Saina et al. (2016), *work life balance* is a balance between an individual's life in carrying out his role as a human being who has a dual role, namely roles in work life and personal life (family, friends and culture).

According to Fisher in Poulouse and Sudarsan (2014), there are four important components that serve as measuring tools for *work life balance*, namely:

1. Time  
Judging from the amount of time spent working compared to the time spent on other activities outside of work.
2. Behavior  
Judging from the actions taken to achieve the desired goals. This is based on a person's belief that this person is able to achieve what they want in their work and personal goals.
3. Tension  
Judging from anxiety, pressure, loss of important personal activities and difficulty maintaining attention or focus.
4. Energy  
Judging from personal energy or limited resources within humans to achieve goals, if an individual lacks energy to carry out activities, it can increase stress or mental pressure.

According to Hudson (2005), there are several dimensions or aspects of *work life balance*, namely:

1. Time Balance  
Time balance, namely the amount of time spent doing work and spending it on the family (family roles) is the same. The time balance dimension refers to the extent to which work can interfere with an individual's personal life.
2. Engagement Balance  
Balance of involvement is the same level of psychological involvement in work and family roles. The balance dimension of engagement refers to the extent to which a person's personal life interferes with his or her work life and the extent to which work can improve the quality of a person's personal life.
3. Balance of Satisfaction  
Balance of satisfaction is the same level of satisfaction between work and one's role in the family. The balance dimension of satisfaction refers to the

extent to which a person's personal life can improve a person's performance in the world of work.

According to Wellins and Concelman (2005), *work engagement* is a force that can motivate workers to improve performance at a higher level, this energy is in the form of commitment to the organization, a sense of job ownership and pride, more effort (time and energy), enthusiasm and interest, and commitment in carrying out work. Apart from that, according to Bakker and Leiter (2010), *work engagement* is a motivational concept where workers involved feel encouraged to struggle to face work challenges and are committed to achieving goals by enthusiastically devoting all their energy to their work.

According to Schaufeli and Bakker (2004), there are three aspects of *work engagement*, namely:

1. Spirit

Morale is something that is characterized by the high level of enthusiasm and mental resilience possessed by workers at work, the desire to try and the workers' perseverance in facing difficulties.

2. Dedication

Dedication is a condition where workers are involved in their work which is characterized by the emergence of feelings of importance and high enthusiasm. Apart from that, he also considers the work he has done to provide inspiration, challenge and pride in him.

3. Understanding

Impression is a condition where workers feel completely concentrated, happy and enjoy their work so that it is often difficult to disengage from their work and time passes very quickly when working.

According to Jong and Hartog (2008), *innovation work behavior* or innovative work behavior is behavior related to exploring opportunities and generalizing new ideas (creativity) and applying them to improve personal performance processes that are oriented towards implementing these ideas into their work.

## METHODOLOGY

Provide a clear and shortened version of your methods in conducting the research, the population and sample, and means of data analysis.

## RESULTS AND DISCUSSION

Increasingly tight competition with competitors exposes a company to a situation where changes are needed to be able to improve and maintain the continuity of the company. With the development of technology and information, companies will try to manage their businesses more effectively and efficiently, both in terms of performance and costs, so as to produce products or services that provide higher benefit value and satisfaction. However, in creating these conditions, companies need to create innovative work behavior from their workers which is carried out in a structured manner and requires commitment, involvement and company leadership. In increasing the innovative work behavior of workers, there are two benchmarks involved, namely:

### *Work Life Balance*

When running a business, companies employ workers based on "working hours" and have regulations that must be implemented every day. Workers must comply with the rules of working hours and regulations to earn income to meet living needs. Workers usually use the morning to afternoon hours to work Monday to Friday. Meanwhile, afternoons and evenings are used for personal life and Saturdays and Sundays are holidays to restore enthusiasm and motivation for work. So in a worker's life, workers will have their own time to work and gather with family or spend time enjoying themselves. If these two periods of time are considered to have the same portion by the worker, then the worker has succeeded in having a good work-life balance where fatigue that occurs after work can be cured by having time off or with family. To maintain a good work-life balance, four important components of work-life balance need to be met, namely:

a. Time

Workers definitely have the desire to join a company whose working hours are normal for office workers (morning to evening). However, the determination of company working hours varies depending on each regulation. If the company wants quick profits, then the work environment is more likely to be toxic or full of pressure because workers are required to have high loyalty and workloads that exceed their responsibilities such as working overtime (working beyond the time they are supposed to) without being paid or their job is an admin, but These workers also carry out marketing and other activities. This will result in workers' saturation levels becoming higher and their motivation to develop the company in a better direction decreasing. What's more, superiors say inappropriate words and commit unpleasant actions.

However, if a company wants its business to be sustainable or able to exist for a long period of time, time balance regulations in work life need to be considered. The balance of work-life time and personal time that workers receive will create conditions where workers feel appreciated and needed so that their enthusiasm for serving the company becomes higher. This spirit fosters innovative work attitudes or behavior with the worker's courage to express new ideas (innovation). With this, the company also benefits because the worker's innovation could result in increased production and company profits.

b. Behavior

Companies definitely have workers with different characteristics, both passive workers and active workers in each division. Passive workers are workers who work only based on their responsibilities and are not involved in direct interactions to express complaints or ideas regarding the company environment. In fact, it is possible that if complaints or ideas receive attention, it can have an impact on increasing employee satisfaction and trust in the company in that environment and the innovative work behavior of employees to contribute more to the

company. Companies need to create a work environment that is friendly to their employees, where passive workers will be able to turn into active workers and their involvement in company forums will increase. If the company responds to their involvement as having a positive influence, then the worker will become more enthusiastic and have a tendency to increase innovative work behavior.

c. Tension

In order for the work carried out by workers to obtain satisfactory results, the work must be in good conditions. This situation is usually influenced by the work environment and mental condition of a worker. If workers are satisfied with having a boss who speaks, conveys and acts well and co-workers who are supportive, then the work environment will have low tension. Even though work is definitely required by workload pressure, workers will not feel anxious, excessively tense, and lose focus because of the support of a work environment that makes them comfortable. With low tension in the work environment triggered by conflicts between fellow workers or with superiors, workers will have the feeling and desire to contribute more to the interests of the company. This feeling of contributing more also gives rise to innovative work behavior.

d. Energy

Every employee who works in a company has a different level of work energy in responding to each work load and responsibility. To ensure workers have maximum levels of energy and performance, companies should provide workloads and working hours that comply with existing regulations. Giving inappropriate workloads and forcing them to do overtime will drain workers' energy to work better in the future. Apart from that, workers' mental health will be disturbed due to lack of personal time to restore their psychological condition. Workers will think that personal time (such as sleeping, gathering with family or lazing around) to restore work energy is not commensurate with the length of work time that workers get. Work-life balance, especially satisfaction with personal time obtained after work, will support workers to be able to replenish the energy that has been devoted to the interests of the company. By replenishing workers' energy, workers will be more enthusiastic, motivated, dedicated, and have the desire to participate more in providing innovative ideas or regenerating innovative work behavior.

### ***Work Engagement***

Workers have different work involvement in carrying out their duties and responsibilities for the company. Whether work engagement is good or not depends on the environment in which a person works. If workers have a good work environment such as an appropriate workload, a supportive boss, a company that supports self-development, then workers will have the interest and desire to love their work and do it seriously. To be able to achieve this,

there are several aspects that need to be considered in maintaining good work engagement so that it will support increasing innovative work behavior of a worker, namely:

a. Spirit

If workers love their work and are not affected by the workload because they are supported by a good work environment, then workers will try to do their work more actively, responsibly and reduce the percentage of errors that occur according to the time limits that have been set. This attitude arises because of the enthusiasm expressed by workers as a result of the good treatment they receive from the company. Companies that treat workers as important assets that need to be looked after will make workers feel needed and they will feel guilty if they don't take their work seriously. High work morale will encourage workers to be more involved in improving the quality of the company where workers are willing to happily take part in self-development training provided by the company, even though it will take up their personal time outside of work. This self-development training expands workers' knowledge and abilities so that they will be able to produce new ideas and products that can be implemented and benefit the company. In other words, the spirit of work involvement supported by self-development training from the company will produce workers who have superior abilities in innovative work behavior. Even though they encounter difficulties, workers will definitely try their best to solve these problems.

b. Dedication

If workers' work is supported by good working conditions (starting from responsibility, wages, superiors, and good working hours), workers will not hesitate to dedicate their lives to the work for the benefit of the company. This dedication can take the form of direct interaction in conveying new innovations, being willing to spend personal time carrying out company interests such as going out of town, monitoring field conditions, and carrying out orders from superiors to take part in intensive training. Workers who have high dedication in work involvement will increase their ability for innovative work behavior.

c. Understanding

A work environment that supports workers' potential to develop will make workers feel happy, engrossed (enjoying) and highly concentrated in completing their tasks and responsibilities in the company. Workers who are engrossed in the world of work can usually devote their energy to overtime based on their own initiative in order to complete the company's targets more quickly. These workers can also easily restore maximum work energy to work in the future because of the comfortable working environment. In other words, workers who have a high appreciation of work involvement will reduce the percentage of errors at work and support motivation in increasing innovative work behavior.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the explanation in the discussion above, it can be concluded that the impact of work life balance *and* work engagement *on* innovative work behavior is:

1. The work-life balance (work time and personal time) that workers receive will create conditions where workers feel appreciated and needed so that their enthusiasm for serving the company becomes higher. This spirit fosters innovative work attitudes or behavior with the worker's courage to express new ideas (innovation). With this, the company also benefits because the worker's innovation could result in increased production and company profits. Then, the spirit of work involvement supported by self-development training from the company will produce workers who have superior abilities in innovative work behavior.
2. Work-life balance, especially involvement in direct interactions to convey complaints or ideas regarding the company's environment and products, will create high trust in the company and a feeling of being valued. If the company responds to employee involvement as a positive thing, then workers will become enthusiastic and have a tendency towards innovative work behavior in supporting the company. Then, high dedication in work involvement will increase the ability for innovative work behavior.
3. Work-life balance, especially satisfaction with personal time obtained after work, will support workers to be able to replenish the energy that has been devoted to the interests of the company. By replenishing workers' energy, workers will have the desire to participate more in providing innovative ideas or regenerate innovative work behavior. Then, high appreciation of work involvement will reduce the percentage of work errors and support motivation to increase innovative work behavior.

Based on the conclusions drawn, several suggestions can be given regarding the work environment to support the positive impact of work-life balance and work engagement on innovative work behavior, namely:

1. Company regulations such as working time, workload and wages must be clear and appropriate so that they will increase the motivation, enthusiasm and performance of workers in their reciprocal relationship with the company, namely increasing company profits. Company regulations must also support strict sanctions such as dismissal of workers who are truly detrimental to the company, such as actions by workers who embezzle company funds or behave unfavorably towards fellow workers.
2. A company boss must be able to establish good relationships and communication with his staff or workers in their respective divisions. If the work target is approaching the specified time, superiors need to use nurturing language or speech and exemplary behavior that can later be imitated by their subordinates and create a disciplined and conducive work environment.



3. Companies need to set optimal working hours according to the company's needs and provide sufficient personal time so that workers can restore their energy, mentality and enthusiasm for work in the future.
4. Companies also need to adjust optimal work wages for workers according to the workers' abilities, education level and existing employment regulations so that workers will feel satisfied with what they receive in return for their hard work for the benefit of the company.

### **FURTHER STUDY**

Future research is recommended To include further analysis of the role of demographic factors such as age, gender, education level, and work experience in understanding the impact of work-life balance and work engagement on innovation behavior.

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