



AMAR (Andalas Management Review)
Vol. 9, No. 1 (2025) Halaman 125 - 140
The Management Institute, Faculty of Economics, Universitas Andalas
ISSN (Print) 2476-9282 | ISSN (Online) 2548-155X

The Influence of Work Life Balance and Psychological Empowerment on Innovative Work Behavior Mediated by Employee Engagement on Employees of PT Sinar Sosro Tbk, Medan City

1st Fathyah Sauma Rafiqah^a, 2nd Hazmanan Khair

Magister Manajemen, Fakultas Pascasarjana, Universitas Muhammadiyah Sumatera Utara

Email: fathyahsauma@gmail.com

Abstract

This study aims to determine: (1) The effect of work life balance, Work life Balance, Psychological Empowerment dan Employee Engagement on innovative work behavior in employees of PT Sinar Sosro Tbk. Kota Medan. This research is associative research using a quantitative approach. The population of this study were 103 employees of PT. Sinar Sosro Tbk. Medan City with saturated sampling purposive. Data collection using a questionnaire. Data processing in this study using the PLS (Partial Least Square) 4.0 software program the data collection techniques used in this study are questionnaires (questionnaires), interviews, in analyzing the data and information needed, the authors use data analysis techniques including measurement models (outer model), namely reliability and construct validity; and (b) discriminant validity. (2) structural model analysis (inner model), namely (a) coefficient of determination (R-square); (b) F-square; (c) hypothesis testing, namely (1) direct effect; (2) indirect effect.

Keyword: Innovative Work Behavior, Work Life Balance, Psychological Empowerment, Employee Engagement

1. INTRODUCTION

This research is based on a research gap in previous studies. Research by Larasati and Hanasati (2019), Laksono and Wardoyo (2019), it is known that work-life balance has a significant effect on innovative work behavior. According to Ulum et al. (2020); Djamarah (2008); Gameda and Lee (2020) showed that employee engagement has a positive and significant effect on innovative work behavior. According to Suryani et al. (2020) psychological empowerment has a positive and significant effect on innovative behavior and a positive effect on employee engagement. This study shows different results from the research conducted by Saptono et al. (2020); Žnidaršič and Marič (2021) which states that work-life balance does not have a significant effect on employee engagement. According to Fawwaz and Nasution (2023) employee engagement does not have a positive and significant effect on innovative work behavior. Than, work-life balance does not have a significant effect on innovative work behavior (Nisak, 2020).

Based on the background that has been explained previously, a study was conducted entitled "The Effect of Work Life Balance and Psychological Empowerment on Innovative Work Behavior Mediated by Employee Engagement on Employees of PT. Sinar Sosro Tbk, Medan City".

1.1. Innovative Work Behavior

According to Nathaniel & Dewi (2024), innovative work behavior is all employee behavior that is directed at creating, introducing or implementing related group or organizational roles, which include new ideas, processes, products or procedures for relevant adoption units. Innovative work behavior aims to improve the quality of a product, service, or organization. Innovation allows a business or company to see aspects that can be improved to create better value.

Hammond et al. (2011) conducted research on factors that influence individual-level innovation in the workplace which were then divided into four areas, that's individual differences (personality and demographics), motivation (intrinsic and extrinsic), job characteristics (complexity, autonomy, time pressure and role), and contextual influences. There are 3 dimensions and indicators of innovative work behavior according to Janssen (2000) in the workplace, that is Idea generation, Idea promotion, Idea realization.

1.2. Work Life Balance

Work life balance is the ability to balance work and personal life that creates individual satisfaction in the work environment (Safaruddin et al., 2020). In addition, work life balance is a parameter of individual balance in allocating time, resources, and personal energy to their work and non-work roles (Haar & Brougham, 2022). According to Hastuti (2018), the implementation of work-life balance can achieve a better balance between work and personal life, reduce the risk of disease, and improve the whole's quality of life. From the results of the study written by Pratiwi et al. (2021) revealed that there are five factors that influence work-life balance, namely time, economy and family, loyalty, attitude and salary. Chang et al. (2010) stated that the indicators for measuring Work-Life Balance consist of time balance, involvement balance, and satisfaction balance.

1.3. Psychological Empowerment

Basically, empowerment is a combination of leader empowerment with the psychological state of his followers (Sukrajap, 2016). Empowerment from the superior's side is an activity carried out by leaders in distributing power, authority, and control to their subordinates. From the subordinate's side, it means that employees have a feeling of

empowerment within themselves. Employee psychological empowerment can be influenced by various things, one of which is leadership (Khumaira & Muhid, 2022). Based on research by Seibert et al. (2011), the benefits of psychological empowerment are divided into two categories, that is attitudinal consequences (increased job satisfaction which is a source of motivation) and behavioral consequences (making employees more independent and improving work performance) (Inesia & Ardiyanti, 2021).

1.4. Employee Engagement

Employee engagement is a positive state of mind related to work and satisfaction characterized by vigor, dedication and absorption (Mujiasih & Ratnaningsih, 2011). According to Aji & Wijaya (2023), employee engagement not only increases employee contribution beyond their abilities to their work, but also makes employees loyal to the company, thus reducing the desire to leave the company voluntarily. Mansoor & Hassan (2016) states there are five determinants that influence employee engagement, that is team work and collaboration, communication skills, job role, company management, training and career development.

2. METHOD

This study uses quantitative associative research, because this study aims to determine the relationship between one variable and another. The study was conducted on employees of PT. Sinar Sosro Tbk Medan City. The population in this study amounted to 279 people, with a sample of 103 people. The data collection method in this study was by interview and questionnaire. This study uses partial least square–structural equation model (PLSSEM) statistical analysis which is carried out with the help of Smart PLS Ver. 4 for Windows software. The stages of SEM-PLS analysis are (1) analysis of the measurement model (outer model), namely (a) reliability and construct validity; and (b) discriminant validity. (2) analysis of the structural model (inner model), namely (a) coefficient of determination (R-square); (b) F-square; (c) hypothesis testing, namely direct effect; and indirect effect.

3. RESULTS AND DISCUSSION

3.1. Respondent Identity

The number of respondents in the study was 103 Human Resources Employees at PT Sinar Sosro Tbk. Respondents consisted of 50 people (48.5%) male and 53 women (51.5%). The educational background of respondents consisted of high school (19.4%), S1 (48.5%), D3

(17.5%) and S2 (14.5%). Respondents consisted of employees who worked for less than 5 years (34.0%), 5 to 10 years (23.4%), 10 to 15 years (22.3%), and more than 15 years (20.3%). The ages of respondents were in the range of less than 30 years (41.5%), 30 to 39 years (36.8%), 40 to 50 years (14.6%), and more than 50 years (6.8%). Respondents consisted of 68 people (66.1%) married employees and 35 people (33.9%) unmarried employees.

3.2. Validity Test

The validity indicator can be seen from the outer loading value with a low loading factor indicating that the indicator does not work on its measurement model. The rule of thumb used in the validity test is a cross loading value greater than 0.7 (Ghozali & Latan, 2015). Based on the results of the convergent validity test on all research variables, the path coefficients model is obtained as follows:

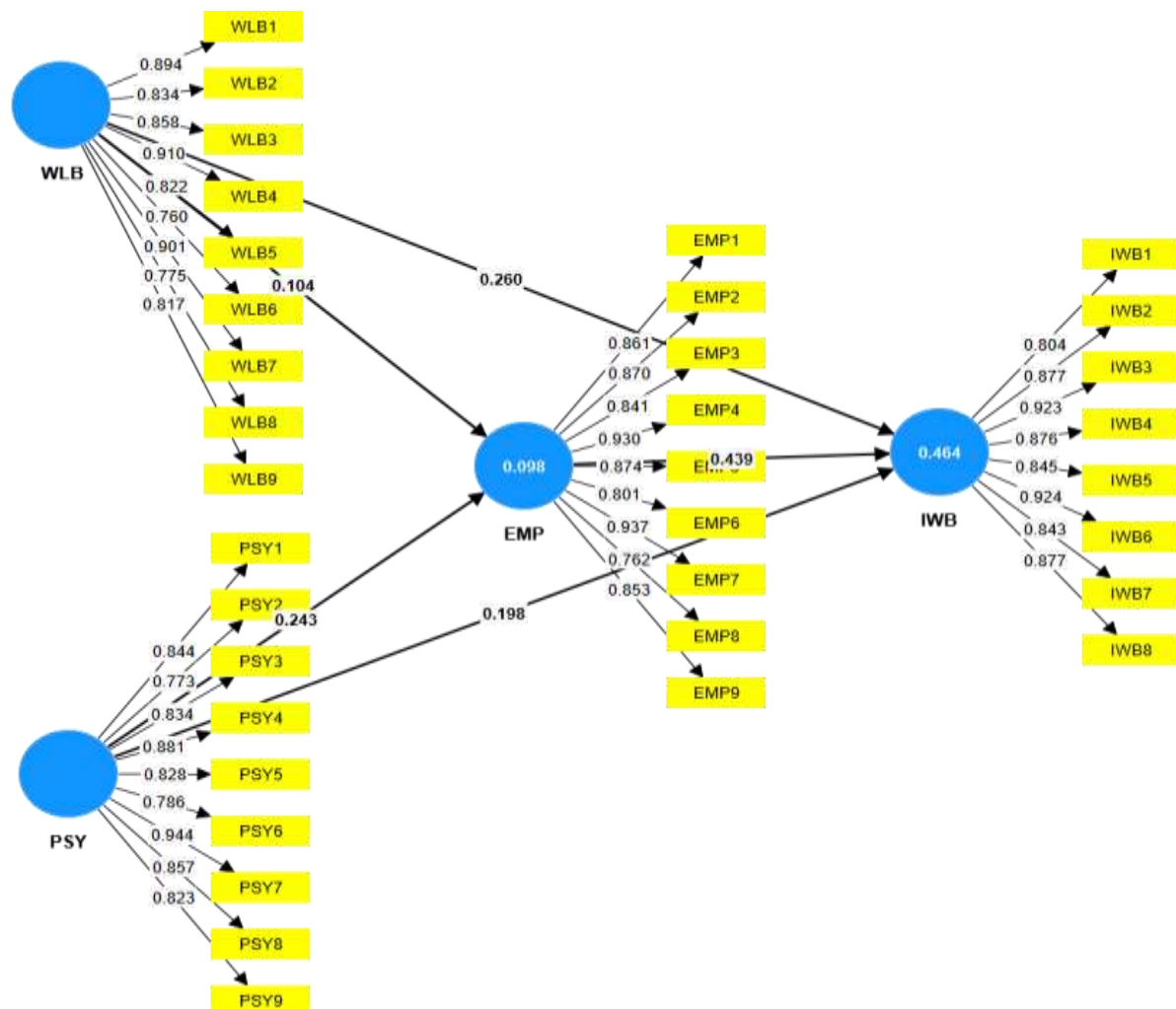


Figure 1. Path Coefficient Model
Source: Data Processing Results

Based on the path coefficient model above, all statement items are valid with an overall cross loading value greater than 0.7.

3.1. Construct Reliability and Validity

Construct validity and reliability show the measure of reliability of a construct with the composite reliability criteria being > 0.6 (Juliandi, 2018).

Tabel 1
Composite Reliability

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Work Life Balance (X1)	0.949	0.967
Psychological Empowerment (X2)	0.949	0.976
Innovative Work Behavior (Y)	0.955	0.955
Employee Engagement (Z)	0.956	0.963

Source: Data Processing Results of SmartPLS

Based on the composite reliability test, all variables have a composite reliability value > 0.6 , which shows that all variables are reliable.

3.2. Discriminant validity

Discriminant validity shows that a construct is truly different from other constructs (unique) which can be seen from the Average Variance Extracted (AVE) value. If the AVE value > 0.5 it can be said that the construct has good convergent validity.

Tabel 2
Average Variance Extracted

	<i>Average Variance Extracted (AVE)</i>	Hasil Uji
Innovative Work Behavior (Y)	0.760	Valid
Work Life Balance (X1)	0.710	Valid
Psychological Empowerment (X2)	0.710	Valid
Employee Engagement (Z)	0.740	Valid

Source: Data Processing Results of SmartPLS

The four variables have an AVE value > 0.5 so that the construct has good convergent validity where the latent variables can explain an average of more than half of the variance of its indicators. Discriminant validity testing can also be seen from the cross-loading value of each statement indicator against the variable.

Tabel 3
Hasil Pengujian Cross Loading

	<i>Work Life Balance</i>	<i>Psychological Empowerment</i>	<i>Employee Engagement</i>	<i>Innovative Work Behaviour</i>
X1.1	0.834	0.366	0.188	0.419
X1.2	0.858	0.435	0.226	0.338
X1.3	0.910	0.503	0.210	0.444
X1.4	0.822	0.432	0.142	0.394
X1.5	0.760	0.429	0.148	0.305
X1.6	0.901	0.494	0.146	0.403
X1.7	0.775	0.417	0.068	0.267
X1.8	0.817	0.636	0.337	0.547
X1.9	0.834	0.366	0.188	0.419
X2.1	0.386	0.844	0.200	0.305
X2.2	0.415	0.773	0.192	0.274
X2.3	0.423	0.834	0.230	0.337
X2.4	0.473	0.881	0.181	0.382
X2.5	0.394	0.828	0.245	0.410
X2.6	0.421	0.786	0.216	0.339
X2.7	0.488	0.944	0.239	0.419
Z2.8	0.414	0.857	0.233	0.343
Z1	0.229	0.269	0.861	0.432
Z2	0.137	0.232	0.870	0.467
Z3	0.177	0.221	0.841	0.506
Z4	0.272	0.365	0.930	0.510
Z5	0.154	0.219	0.874	0.476
Z6	0.117	0.226	0.801	0.406
Z7	0.200	0.267	0.937	0.537
Z8	0.140	0.141	0.762	0.404
Z9	0.358	0.333	0.853	0.560
Y1	0.426	0.451	0.438	0.804
Y2	0.409	0.358	0.521	0.877
Y3	0.453	0.443	0.480	0.923
Y4	0.346	0.457	0.489	0.876
Y5	0.434	0.333	0.461	0.845
Y6	0.438	0.426	0.513	0.924
Y7	0.377	0.450	0.505	0.843
Y8	0.435	0.396	0.501	0.877
Y9	0.426	0.451	0.438	0.804

Source: Data Processing Results of SmartPLS

Based on Table 3, it can be seen that indicators Y1 to Y9 have the highest correlation with the Innovative Work Behavior variable. Likewise with other indicators that have the highest correlation with each variable.

3.3. R-square

R-square is a measure of the proportion of variation in values that are influenced (endogenous) that can be explained by the variables that influence them (exogenous). The r-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate and 0.25 indicates that the model is weak (Juliandi, 2018).

Table 4
Hasil R²

	R Square	R Square Adjusted
<i>Innovative work behavior</i>	0.464	0.450
<i>Employee Engagement</i>	0.098	0.082

Source: : Data Processing Results of SmartPLS

Based on Table 4, the ability of X1 (Work Life Balance) and X2 (Psychology empowerment) in explaining Y (Innovative work behavior) is 45%, the model is classified as weak. The ability of X1 (Work Life Balance) and X2 (Psychology empowerment) in explaining Z (Employee Engagement) is 8%, the model is classified as weak.

3.6. F-square
F-Square or effect size is a measure used to assess the relative impact of an influencing variable (exogenous) on the influenced variable (endogenous). Changes in value when certain exogenous variables are removed from the model can be used to evaluate whether the removed variable has a substantive impact on the endogenous construct (Juliandi et al., 2018).

The F-Square criteria are value = 0.02 then the small effect of the exogenous variable on the endogenous; value = 0.15 then the moderate effect of the exogenous variable on the endogenous; and value = 0.35 then the large effect of the exogenous variable on the endogenous.

Table 5
F-Square Results

	Y	X1	X2	Z
<i>Innovative work behavior (Y)</i>				
<i>Work life balance (X1)</i>	0.087			0.008
<i>Psychological empowerment (X2)</i>	0.048			0.045
<i>Employee engagement (Z)</i>	0.324			

Sumber: Data Processing Results of SmartPLS4

Based on Table 5, variable X1 (Work life balance) on Y (Innovative work behavior) has a small effect, which is 0.087. Similarly, variable X2 (Psychological empowerment) on Y (Innovative work behavior) = 0.048; variable X1 (Work life balance) on Z (Employee engagement) = 0.008; and variable X2 (Psychological empowerment) on Z (Employee engagement) = 0.045. While

variable Z (Employee engagement) on Y (Innovative work behavior) has a large effect, which is 0.324.

3.4. Hypothesis Testing

Hypothesis testing is carried out by reviewing the path coefficient and probability/significance value. If the path coefficient value is positive, then the influence of a variable on another variable is in the same direction and if the path coefficient value is negative, then the influence of a variable on another variable is in the opposite direction. If the P-Values < 0.05, then it is significant and if the P-Values > 0.05, then it is not significant (Juliandi, 2018).

Table 6
Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
X1 → Y	0.260	0.255	0.099	2.639	0.008
X1 → Z	0.432	0.423	0.175	2.462	0.014
X2 → Y	0.198	0.202	0.121	1.635	0.102
X2 → Z	0.514	0.528	0.155	3.325	0.001
Z → Y	0.439	0.447	0.096	4.571	0.000

Source: Data Processing Results of SmartPLS4

Table 6 shows that the path coefficient values (seen in Tstatistic ($|O/STDEV|$)), include:

- X1 (Work Life Balance) against Y (Innovative Work Behavior): TStatistics value ($|O/STDEV|$) = 2.639; P-Value = 0.008 < 0.05, has a positive effect in the same direction and is significant.
- X1 (Work Life Balance) against Z (Employee Engagement): TStatistics value ($|O/STDEV|$) = 3.325; P-Value = 0.014 < 0.05, has a positive effect in the same direction and is significant.
- X2 (Psychological Empowerment) against Y (Innovative Work Behavior): TStatistics value ($|O/STDEV|$) = 1.636; P-Value = 0.105 > 0.05, has a positive effect in the same direction and is not significant.
- X2 (Psychological Empowerment) on Z (Employee Engagement): TStatistics value ($|O/STDEV|$) = 3.325; P-Value = 0.001 < 0.05, has a positive effect in one direction and is significant.

- e. Z (Employee Engagement) on Y (Innovative Work Behavior): TStatistics value ($|O/STDEV|$) = 4.571; P-Values = 0.00 < 0.05, has a positive effect in one direction and is significant.

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of an exogenous variable on an endogenous variable mediated by an intervening variable (mediator variable) (Juliandi, 2018). If the P-Values value < 0.05, then it is significant, meaning that the mediator variable mediates the effect of the exogenous variable on the endogenous variable (indirect effect). If the P-Value > 0.05, then it is not significant, meaning that the mediator variable does not mediate the influence of an exogenous variable on an endogenous variable (the influence is direct) (Juliandi, 2018).

Table 7
Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ($O/STERR$)	P Values
<i>Work Life Balance (X1) → Employee Engagement (Z) → Innovative Work Behavior (Y)</i>	0.445	0.445	0.191	2.327	0.020
<i>Psychological Empowerment (X2) → Employee Engagement (Z) → Innovative Work Behavior (Y)</i>	0.529	0.555	0.171	3.098	0.002

Source: Data Processing Results of SmartPLS4 (2024)

In Table 7, it can be seen that the indirect effect between Work Life Balance (X1) → Employee Engagement (Z) → Innovative Work Behavior (Y) with the value of TStatistics($|O/STDEV|$) is 2.327 and P-Values 0.020 < 0.05 (significant). The indirect effect between Psychological Empowerment (X2) → Employee Engagement (Z) → Innovative Work Behavior (Y) with the value of TStatistics($|O/STDEV|$) is 3.098 and P-Values 0.002 < 0.05 (significant)

3.4. Discussion

- a. *The Influence of Work Life Balance on Innovative Work Behavior*

Based on the study, the value of $TStatistics(|O/STDEV|)=2.639$ and $P-Value=0.008<0.05$, meaning that X_1 (Work Life Balance) has a positive effect in the same direction and significant on Y (Innovative Work Behavior) at PT. Sinar Sosro Tbk. This shows that a person can remain innovative in their work regardless of how good or bad the balance between their work and personal life is. This means that other factors such as interest, innate creativity, work environment, or company support may play a greater role in driving innovation than how much time a person spends on work or on personal activities. This is different from the results of research conducted by (Hamzah, 2024) which states that Work Life Balance affects Innovative Work Behavior.

b. The Influence of Work Life Balance on Employee Engagement

Based on the research, the value of $TStatistics(|O/STDEV|)=3.325$ and $P-Value = 0.014 < 0.05$ can be concluded that the effect of X_1 (Work Life Balance) on Z (Employee Engagement) is positive and significant. This is in line with the results of research conducted by Larasati & Hasanati (2019), Laksono & Wardoyo (2019), Syelvy & Siddiq (2024), Hendri & Farissya (2021). According to Syelvy & Siddiq (2024) one of the factors that influences employee engagement is the creation of Work Life Balance. Therefore, companies need to focus more on employee life balance to increase employee engagement. According to (Robbins & Judge 2017) employee engagement is the involvement of individuals in the work being done, as well as satisfaction and enthusiasm for the work. So, employee engagement is a positive, satisfying, and work-related mental state and is characterized by enthusiasm, commitment, and deep involvement.

Employee engagement is characterized by Vigor (high energy levels and willingness to strive), Dedication (enthusiasm for work and devotion to goals), and Absorption (full concentration on work). Work-life balance is a key factor in increasing employee engagement. When employees feel they can balance their personal and work lives, they tend to be happier, more productive, and more loyal to the company. Thus, companies that prioritize work-life balance will be able to create a more positive and productive work environment.

c. The Influence of Psychological Empowerment on Innovative Work Behavior

Based on the research, the value of $TStatistics(|O/STDEV|)=1.636$ and $P-Value = 0.105 > 0.05$, that means X_2 (Psychological Empowerment) has a positive but not significant effect on Y (Innovative Work Behavior). If the level of *Innovative Work Behavior* increases, *Psychological Empowerment* will decrease. This study shows different results from the research conducted by Suryani et al. (2020), Tamziel (2022), Jamri (2024), which conclude that *psychological empowerment* has positive and significant effect on *innovative work behavior*.

d. The Influence of Psychological Empowerment on Employee Engagement

Based on the research, the value of $TStatistics(|O/STDEV|) = 3.325$ and $P-Value = 0.014 < 0.05$, which means X_2 (Psychological Empowerment) has positive and significant effect on Z (Employee Engagement). This is in line with the results of research conducted by Napitupulu (2018) yaitu psychological empowerment has positive and significant effect on employee engagement. One of the factors that influence employee engagement is psychological empowerment. Psychological empowerment is conditions which employee gain an understanding about work they perform, believe in their abilities and skills to carry out their tasks, have control choosing methods and strategies in performing their work, and having a meaningful role in the company. This indicates that the higher the psychological empowerment, the higher the employee engagement.

e. *The Influence of Employee Engagement on Innovative Work Behavior*

Based on research, the value of $TStatistics(|O/STDEV|) = 4.571$ and $P-Values 0.00 < 0.05$ means that employee engagement has positive and significant impact on innovative work behavior. This is in line with the results of study conducted by A. Mansoor et al. (2021), Inam et al. (2021), Ali et al. (2022) who found that employee engagement positively influences innovative work behavior. According to Qing & Zhou (2017), employee with high work engagement is capable to integrate their work and family roles effectively. Research by Ali et al. (2022) also shows that employee engagement plays a fundamental role in enhancing innovative work behavior.

When employee feel engaged, motivated, and committed to their work, they tend to be more innovative. Therefore, companies need to promote employee engagement by formulating policies and programs that encourage innovative work behavior and leaders should understand the vital role of employee engagement in enhancing innovative work behavior.

f. *The Influence of Work life balance on Innovative Work Behavior through Employee Engagement*

Based on research, the value of $TStatistics(|O/STDEV|) = 2.327$, and $P-Values 0.02 < 0.05$ (significant), that means there is an effect of Work life balance on Innovative Work Behavior through Employee Engagement. Therefore, Z (Employee Engagement) mediates the influence of X_1 (Work Life Balance) on Y (Innovative Work Behavior). This align with the study by Al-Ajlouni (2021), which founds that employee who maintain balance are more likely to be engaged in their work and more likely showing Innovative Work Behavior. Similarly with Gameda & Lee (2020) indicated that work engagement having positive impacts on task performance and Innovative Work Behavior.

According to Khair et al. (2024), employee engagement refers to how far employee are dedicated and emotionally invested in their organization and its core principles, engage employee are truly invested in their tasks and organization. Individuals who are satisfied with their job will be more motivated, loyal to the organization, and engage. Employee engagement directly influences work life balance and innovative work behavior, as engaged employee are more likely to think creatively, take risks without feeling burdened, and contribute innovatively. For company, it is essential to provide employee well-being programs, such as corporate gym, counseling services, or recreasional activity as these programs can enhance employee performance and reduce stress levels.

g. *The Influence of Psychological Empowerment on Innovative Work Behavior through Employee Engagement*

Based on study, the value of $TStatistics(|O/STDEV|) = 3.098$ and $P-Values 0.002 < 0.05$ (significant), indicating that Z (Employee Engagement) fully mediating X2 (Psychological Empowerment) on Y (Innovative Work Behavior). In the study by Ukiningtyas (2016), innovative work behavior with work engagement as an intervening variable is explained that work engagement serves as a predictor of innovative work behavior.

Psychological empowerment leads to employee engagement, when employee feel empowered, they tend to be more engage in their work. Employee engagement drives innovative work behavior, engage employee are tend to be more proactive, creative, and willing to take risks. They are more open to new ideas and more likely to share their knowledge with others. Organization should focus on empowering employee by giving them the authority to take decisions, providing necessary resources, and encouraging them to take initiative.

By understanding the relationship between *psychological empowerment*, *employee engagement*, and *innovative work behavior*, organization can take strategic steps to create culture that support creativity, innovation, and success, particularly at PT Sinar Sosro Tbk Medan City.

4. CONCLUSION AND IMPLICATIONS

Based on the result research and discussion above, can be concluded as follow:

1. *Work life balance* has positive effect and significant on *innovative work behavior* among employees of PT. Sinar Sosro Tbk. This means the better *Work life balance* experienced by employees, the more their *innovative work behavior* increases.
2. *Work life balance* has positive effect and significant on *employee engagement* among employees of PT. Sinar Sosro Tbk. This means that an improved *Work life balance* will

increase *employee engagement*.

3. *Psychological empowerment* has positive effect and not significant on *innovative work behavior* among employees of PT. Sinar Sosro Tbk. This means that the influence of *psychological empowerment* on *innovative work behavior* is low.
4. *Psychological empowerment* has positive effect and significant on *employee engagement* among employees of PT. Sinar Sosro Tbk. This means that, better *psychological empowerment* will enhance *employee engagement*.
5. *Employee engagement* has positive effect and significant on *innovative work behavior* among employees of PT. Sinar Sosro Tbk. This indicates that higher *Employee engagement* will increase *innovative work behavior*.
6. *Work life balance* has positive effect and significant on *innovative work behavior* through *employee engagement* among employees of PT. Sinar Sosro Tbk. In other words, *employee engagement* contributes as mediating factor between *Work life balance* and *innovative work behavior*.
7. *Psychological empowerment* has positive effect and significant on *innovative work behavior* through *employee engagement* among employees of PT. Sinar Sosro Tbk. In other words, *employee engagement* contributes to mediating the effect of *psychological empowerment* on *innovative work behavior*.

Based on the conclusions above, the author can suggest the following things:

1. Companies must maintain and pay attention to innovative work behavior in the company such as conducting training, development and being open to new ideas because a work environment that supports work-life balance is an important step to increase innovation.
2. Companies must improve employee performance by implementing work-life balance programs in the organization, because employees who feel balanced between their personal lives and work will be more involved in their work and healthier and happier employees tend to be more productive.
3. Although psychological empowerment may not directly impact innovative work behavior in all situations, creating an empowering work environment is an important step to increase innovation. With the right approach, companies can maximize employee potential and achieve greater business goals.
4. Companies need management and employee commitment to create an organizational culture that supports individual growth and development.

5. Companies must be able to maintain overall work engagement because engaged employees will produce better quality work.
6. A good work-life balance is not just a balance between work and personal life, but is also the key to increasing employee engagement and ultimately encouraging innovative behavior.
7. Psychological empowerment is the key to creating an innovative work environment. By giving employees a sense of ownership, control, and meaning in their work, companies can unleash their full potential and drive continued innovation.

REFERENCES

- Al-Ajlouni, M. I. (2021). Can high-performance work systems (HPWS) promote organisational innovation? Employee perspective-taking, engagement and creativity in a moderated mediation model. *Employee Relations: The International Journal*, 43(2), 373–397.
- Ali, H., Li, M., & Qiu, X. (2022). Employee engagement and innovative work behavior among Chinese millennials: mediating and moderating role of work-life balance and psychological empowerment. *Frontiers in Psychology*, 13, 942580.
- Chang, A., McDonald, P., & Burton, P. (2010). Methodological choices in work-life balance research 1987 to 2006: A critical review. *The International Journal of Human Resource Management*, 21(13), 2381–2413.
- Djamarah, S. B. (2008). *Psikologi Pendidikan*. Rineka Cipta.
- Fawwaz, M. I., & Nasution, M. I. (2023). Pengaruh Personal Organization Fit Dan Perceived Organization Support Terhadap Innovative Work Behavior Dimediasi Employee Engagment. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 6(1), 437–449.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4).
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Badan Penerbit Universitas Diponegoro.
- Haar, J., & Brougham, D. (2022). Work antecedents and consequences of work-life balance: A two sample study within New Zealand. *The International Journal of Human Resource Management*, 33(4), 784–807.
- Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of individual-level innovation at work: A meta-analysis. *Psychology of Aesthetics, Creativity, and the Arts*, 5(1), 90.
- Hamzah, A. (2024). *Pengaruh Work Life Balance Terhadap Innovative Work Behavior Pada Karyawan Yang Berstatus Mahasiswa*. Universitas Mercu Buana Jakarta.
- Hastuti, A. P. (2018). Peran work-life balance terhadap keterikatan kerja wanita karir. *Jurnal Ilmiah Citra Ilmu*, 14(27).
- Hendri, H., & Farissya, Z. (2021). Hubungan antara work life balance dengan employee engagement pada karyawan PT. Semen Andalas Banda Aceh. *Journal Of Healthcare Technology and Medicine*, 7(2).

- Inam, A., Ho, J. A., Zafar, H., Khan, U., Sheikh, A. A., & Najam, U. (2021). Fostering creativity and work engagement through perceived organizational support: The interactive role of stressors. *Sage Open*, 11(3), 21582440211046936.
- Inesia, D., & Ardiyanti, N. (2021). *Pengaruh Ethical Leadership Terhadap Affective Commitment Dan Job Satisfaction yang Dimediasi Oleh Psychological Empowerment*.
- Jamri, J. (2024). *Transformational Leadership dan Pshchological Empowerment Dalam Peningkatan Innovative Work Behavior SDM (Studi pada Dinas Pendidikan dan Kebudayaan Kabupaten Kotawaringin Barat)*. Universitas Islam Sultan Agung Semarang.
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302.
- Juliandi, A. (2018a). Structural Equation Model Partial Least Square (Sem-Pls) Dengan SmartPLS. *Modul Pelatihan*, 1(4), 1–6.
- Juliandi, A. (2018b). *Structural Equation Model Partial Least Square (SEM-PLS) Menggunakan SmartPls*. Universitas Batam.
- Khair, H., Annisa, N., Pratiwi, R., & Rozak, A. (2024). Leader-Member Exchange, Perceived Organisational Support And Job Satisfaction: Mediating Role Of Employee Engagement. *Jurnal Manajemen*, 28(1), 64–87.
- Khumaira, L. A., & Muhid, A. (2022). Pengaruh Gaya Kepemimpinan Demokratis Terhadap Pemberdayaan Psikologis Karyawan. *DIALEKTIKA: Jurnal Ekonomi Dan Ilmu Sosial*, 7(1), 21–31. <https://doi.org/10.36636/dialektika.v7i1.763>
- Laksono, B. F. W., & Wardoyo, P. (2019). Pengaruh Work Life Balance, Kepuasan Kerja dan Work Engagement Terhadap Turnover Intentions Dengan Mentoring Sebagai Variabel Moderating Pada Karyawan Hotel DAFAM Semarang. *Jurnal Riset Ekonomi Dan Bisnis*, 12(1), 17–36.
- Larasati, D. P., & Hasanati, N. (2019). The effects of work-life balance towards employee engagement in millennial generation. *4th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2018)*, 390–394.
- Mansoor, A., Farrukh, M., Wu, Y., & Abdul Wahab, S. (2021). Does inclusive leadership incite innovative work behavior? *Human Systems Management*, 40(1), 93–102.
- Mansoor, F., & Hassan, Z. (2016). Factors influencing Employee Engagement: A study on a Telecommunication Network provider in Maldives. *International Journal of Accounting & Business Management*, 4(1), 50–64.
- Mujiasih, E., & Ratnaningsih, I. Z. (2011). Kepemimpinan transformasional dan employee engagement. *Seminar Nasional Peran Psikologi Dalam Boundaryless Organization: Strategi Mempersiapkan SDM Bertalenta*.
- Napitupulu, K. R. J. (2018). *Pengaruh Psychological Empowerment Terhadap Employee Engagement pada Karyawan PT. Socfin Indonesia (Head Office)*. Universitas Sumatera Utara.
- Nathaniel, J., & Dewi, Y. E. P. (2024). Innovative Work Behavior: The Role of Job Crafting and Job Autonomy Mediated by Work Engagement. *Petra International Journal of Business Studies*, 7(1), 57–65.
- Nisak, I. A. (2020). *Pengaruh technostress terhadap kepuasan kerja dengan konflik pekerjaan-keluarga dan konflik keluarga-pekerjaan sebagai variabel intervening di PDAM Kota Malang*. Universitas Islam Negeri Maulana Malik Ibrahim.
- Pratiwi, M. A., Haryani, D. S., & Putri, A. S. (2021). Work-Life Balance Dan Kepuasan Ke Rja

- Pada Pekerja Di Non-Profit Organization Kota Tanjungpinang. *Jurnal Inovasi Penelitian*, 2(2), 397–408.
- Qing, G., & Zhou, E. (2017). Bidirectional work–family enrichment mediates the relationship between family-supportive supervisor behaviors and work engagement. *Social Behavior and Personality: An International Journal*, 45(2), 299–308.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku organisasi* (Salemba Empat (ed.); 16th, cetaka ed.).
- Safaruddin, S., Degeng, I. N. S., Setyosari, P., & Murtadho, N. (2020). The Effect of PjBL with WBL Media and Cognitive Style on Studentsâ€™™ Understanding and Science-Integrated Concept Application. *Jurnal Pendidikan IPA Indonesia*, 9(3), 384–395.
- Saptono, N. K., Supriyadi, E., & Yusuf, T. (2020). Pengaruh Work Life Balance Dan Lingkungan Kerja Terhadap Kepuasan Kerja Melalui Employee Engagement Dengan Kesehatan Mental Sebagai Variabel Moderator Pada Karyawan Generasi Milenial (Studi Kasus: Direktorat Keuangan Pt Angkasa Pura I (Persero)). *Ekonomi Bisnis Dan Manajemen*, 5(2), 88–108.
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: a meta-analytic review. *Journal of Applied Psychology*, 96(5), 981.
- Sukrajat, M. A. (2016). Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja Dan Komitmen Organisasional Dengan Dimediasi Oleh Pemberdayaan Psikologis. *Jurnal Psikologi*, 12, 22–45.
- Suryani, I., Halimatussakdiah, H., & Sofa, N. (2020). Pengaruh pemberdayaan psikologi terhadap perilaku inovatif. *EPIGRAM (e-Journal)*, 17(1), 19–26.
- Syelvey, S., & Siddiq, A. M. (2024). Pengaruh Work Life Balance terhadap Employee Engagement dan Kepuasan Kerja sebagai Variabel Intervening pada CV Multi Agro Sarana. *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis*, 5(3), 622–638.
- Tamziel, K. (2022). Pengaruh psychological empowerment dan job autonomy terhadap innovative work behavior pada karyawan divisi finance PT. Sicepat Ekspres Indonesia. *SKRIPSI-2022*.
- Ukiningtyas, A. (2016). Pengaruh Kontrak Psikologis terhadap Perilaku Kerja Inovatif dengan Work Engagement sebagai Variabel Intervening. *BISMA: Jurnal Bisnis Dan Manajemen*, 10(1), 29–40.
- Ulum, M., Mansur, M., & Rahman, F. (2020). Pengaruh Human Capital Dan Employee Engagement Terhadap Produktivitas Kerja Karyawan (Studi Kasus Pada Bea Cukai Kanwil Jatim II). *E-JRM: Elektronik Jurnal Riset Manajemen*, 9(12).
- Žnidaršič, J., & Marič, M. (2021). Relationships between work-family balance, job satisfaction, life satisfaction and work engagement among higher education lecturers. In *Organizacija* (Vol. 54, Issue 3).