

THE EFFECT OF *WORK-LIFE BALANCE* AND *WORK ENGAGEMENT* ON *INNOVATIVE WORK BEHAVIOR* PT. PLN (PERSERO) ULP NGAWI

Roy Khana Nur Laily¹⁾

¹ Management, Faculty of Economics and Business , Universitas PGRI Madiun
email: roykhananurlaily@gmail.com

Abstract

The objective of this research is to examine how work-life balance and work engagement affect the creative work behavior of work behavior of PT PLN (Persero) ULP Ngawi workers. A quantitative methodology is used in this study. The census method was employed to distribute questionnaires to the full workforce of 115 individuals as the data collection method. Data were examined. Processed with the help of the SPSS Version 25 software using multiple linear regression. The research was conducted on staff of the following organizations: PT PLN (Persero) ULP Ngawi, it may be deduced that Work Life Balance has a beneficial and substantial impact on Work and Innovative Work Behavior. In addition, innovative work behavior is significantly impacted by engagement in a favorable way. As a result, businesses are urged to keep promoting policies that support work-life balance and boost employee participation in order to foster a creative and long-lasting work culture.

Keywords: Work Life Balance, Work Engagement, Innovative Work Behavior, employee PT. PLN (Persero) ULP Ngawi.

Abstrak

Tujuan dari penelitian ini adalah untuk menguji bagaimana keseimbangan kehidupan kerja dan keterlibatan kerja mempengaruhi perilaku kerja kreatif dari perilaku kerja pekerja PT PLN (Persero) ULP Ngawi. Metodologi kuantitatif digunakan dalam penelitian ini. Metode sensus digunakan untuk mendistribusikan kuesioner kepada seluruh tenaga kerja yang berjumlah 115 orang sebagai metode pengumpulan data. Data diperiksa. Diolah dengan bantuan perangkat lunak SPSS Versi 25 menggunakan regresi linier berganda. Penelitian ini dilakukan pada staf dari organisasi berikut: PT PLN (Persero) ULP Ngawi, dapat disimpulkan bahwa Keseimbangan Kehidupan Kerja memiliki dampak yang bermanfaat dan substansial pada Pekerjaan dan Perilaku Kerja Inovatif. Selain itu, perilaku kerja inovatif secara signifikan dipengaruhi oleh keterlibatan dengan cara yang menguntungkan. Akibatnya, bisnis didesak untuk terus mempromosikan kebijakan yang mendukung keseimbangan kehidupan kerja dan meningkatkan partisipasi karyawan untuk menumbuhkan budaya kerja yang kreatif dan langgeng.

Kata Kunci: Keseimbangan Kehidupan Kerja, Keterlibatan Kerja, Perilaku Kerja Inovatif, karyawan PT. PLN (Persero) ULP Ngawi.

A. INTRODUCTION

Human resources (HR) are a strategic asset for modern organizations because they play a key role in facing global challenges, technological developments, and increasingly complex business dynamics (Dessler, 2000; Poerwanto, 2013). Organizational excellence is not only determined by capital and technology, but also by the ability of employees to be adaptive, creative, and innovative. *Innovative work behavior* is one of the important factors that support long-term competitive advantage. *Innovative work behavior* is defined as individual behavior that includes the process of creating, promoting, and implementing new ideas that are beneficial to work and the organization (Janssen, 2000; De Spiegelaere et al., 2015). In reality, many innovative ideas from employees cannot be realized due to the limitations of a bureaucratic organizational structure. This condition is also experienced by PT. PLN (Persero), which has a hierarchical structure that often hinders the implementation of employee ideas.

The phenomenon at PT. PLN (Persero) ULP Ngawi shows that some employees have produced innovations, such as *Desible (Deksel Fleksible)* and *I-Money (Integrasi Monitoring Sistem Dummy)*. However, these innovations are still limited to technical and operational aspects, so that the space for creativity has not been optimally actualized. This situation illustrates the gap between the innovative potential of employees and the rigid organizational system, which has the potential to reduce their motivation and involvement in the work process. Factors that are believed to play an important role in bringing about *innovative work behavior* are *work-life balance* and *work engagement*. Employees who have a balance between work and personal life will be more mentally and physically prepared to contribute through new ideas (Greenhaus & Allen, 2011). Similarly, work engagement characterized by enthusiasm, dedication, and high absorption will encourage employees to be more innovative (Schaufeli & Bakker, 2004). However, the results of previous studies still vary.

Some studies show that *work-life balance* and *work engagement* have a positive effect on IWB (Badrianto & Ekhsan, 2021; Reano et al., 2022), while other studies find no significant effect

in bureaucratic organizations such as state-owned enterprises (Suwarno et al., 2017; Rasha & Ghoneim, 2024). These differing findings indicate an interesting *research gap* that warrants further investigation. Therefore, this study aims to analyze the influence of *work-life balance* and *work engagement* on *innovative work behavior* among employees of PT. PLN (Persero) ULP Ngawi.

B. METHOD

SPSS 25 is used in the quantitative data analysis approach used in his research. The primary goal of this research is to investigate the causal link between the factors of work-life balance and work engagement on creative work. staff behavior at PT. PLN (Persero) ULP Ngawi. All 115 staff members of PT. PLN (Persero) ULP Ngawi make up the study population. As a research sample, all members of the population were included in the saturated sampling approach utilized (Sugiyono, 2020). Therefore, the study included 115 participants, 113 men and 2 women.

C. RESULTS AND DISCUSSION OF VALIDITY TEST

Tabel 1. Validitas Test

No	Item	r count	r table	Description
1.	X1_1	.588	.000	Valid
2.	X1_2	.656	.000	Valid
3.	X1_3	.533	.000	Valid
4.	X1_4	.620	.000	Valid
5.	X1_5	.616	.000	Valid
6.	X1_6	.625	.000	Valid
7.	X1_7	.579	.000	Valid
8.	X1_8	.599	.000	Valid
9.	X1_9	.578	.000	Valid
10.	X1_10	.647	.000	Valid
11.	X1_11	.649	.000	Valid
12.	X1_12	.589	.000	Valid
13.	X1_13	.589	.000	Valid

No	Item	r count	r table	Description
14.	X1_14	.734	.000	Valid
15.	X1_15	.648	.000	Valid
16.	X1_16	.589	.000	Valid
17.	X1_17	.633	.000	Valid
18.	X1_18	.710	.000	Valid
19.	X1_19	.562	.000	Valid
20.	X1_20	.592	.000	Valid
21.	X1_21	.669	.000	Valid
22.	X1_22	.648	.000	Valid
23.	X1_23	.678	.000	Valid
24.	X1_24	.697	.000	Valid
25.	X2_1	.628	.000	Valid
26.	X2_2	.642	.000	Valid
27.	X2_3	.664	.000	Valid
28.	X2_4	.511	.000	Valid
29.	X2_5	.600	.000	Valid
30.	X2_6	.574	.000	Valid
31.	X2_7	.599	.000	Valid
32.	X2_8	.611	.000	Valid
33.	X2_9	.600	.000	Valid
34.	X2_10	.696	.000	Valid
35.	X2_11	.617	.000	Valid
36.	X2_12	.614	.000	Valid
37.	X2_13	.570	.000	Valid
38.	X2_14	.652	.000	Valid
39.	X2_15	.513	.000	Valid
40.	X2_16	.554	.000	Valid
41.	X2_17	.646	.000	Valid
42.	X2_18	.582	.000	Valid
43.	X2_19	.618	.000	Valid
44.	X2_20	.637	.000	Valid
45.	X2_21	.700	.000	Valid

No	Item	r count	r table	Description
46.	X2_22	.589	.000	Valid
47.	X2_23	.618	.000	Valid
48.	X2_24	.639	.000	Valid
49.	Y1	.708	.000	Valid
50.	Y2	.694	.000	Valid
51.	Y3	.700	.000	Valid
52.	Y4	.741	.000	Valid
53.	Y5	.741	.000	Valid
54.	Y6	.772	.000	Valid
55.	Y7	.695	.000	Valid
56.	Y8	.724	.000	Valid
57.	Y9	.699	.000	Valid
58.	Y10	.776	.000	Valid
59.	Y11	.720	.000	Valid
60.	Y12	.766	.000	Valid
61.	Y13	.683	.000	Valid
62.	Y14	.677	.000	Valid
63.	Y15	.764	.000	Valid
64.	Y16	.798	.000	Valid
65.	Y17	.761	.000	Valid
66.	Y18	.734	.000	Valid
67.	Y19	.738	.000	Valid
68.	Y20	.811	.000	Valid
69.	Y21	.765	.000	Valid
70.	Y22	.767	.000	Valid
71.	Y23	.779	.000	Valid
72.	Y24	.703	.000	Valid

Sumber: SPSS 25, 2025

Based on the validity test results, the *Work Life Balance* (X1) variable, all statement items were declared valid because they met the criteria of $r \text{ count value} > r \text{ table}$, and significance < 0.05 .

All items had an $r \text{ count}$ value above 0.100 with a significance of 0.000, so the instrument was

considered suitable for use. These results indicate that the statement items were able to accurately reflect the concept being measured, are relevant to the respondents' conditions, and can be trusted to produce valid data.

RELIABILITAS TEST

Tabel 1. Reliabilitas Test

No.	Variable	Cronbach's Alpha Alpha	Critical Number	Description
1.	Work Life Balance	0,961	0,070	Reliabel
2.	Work Engagement	0,959	0,070	Reliabel
3.	Innovative Work Behavior	0,964	0,070	Reliabel

Source: Data Processed 2025

The reliability test findings, which are presented, reveal that all study variables namely, Work Life Balance, Work Engagement, and Innovative Work Behavior have a Cronbach Alpha score of more than 0.70 indicates that the study instrument is reliable, allowing one to have confidence that the questionnaire will yield consistent and precise results.

NORMALITY TEST

Tabel 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		115
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	8.970000027
Most Extreme Differences	Absolute	.060

	Positive	.060
	Negative	-.059
Kolmogorov-Smirnov Z		.405
Asymp. Sig. (2-tailed)		.200

Sumber: Data Processed 2025

Using the Kolmogorov-Smirnov test for normality, reveal a significance value of $0.200 > 0.05$. Therefore, the residual data is normally distributed, and the regression model satisfies the normality assumption, ensuring that the estimation results are unbiased and trustworthy.

MULTIKOLINEARITY TEST

Tabel 3. Multikolinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Life Balance	.907	1.102
Work Engagement	.907	1.102

Dependen Variabel: Y

Sumber: Data Processed 2025

The regression show that *Work Life Balance* (coefficient 0.400; $t = 7.197$; $\text{sig.} < 0.001$) has a positive and significant effect on *Innovative Work Behavior*. Similarly, *Work Engagement* (coefficient 0.432; $t = 7.513$; $\text{sig.} < 0.001$) also has a positive and significant effect. The Tolerance value (0.907) and VIF (1.102) indicate no multicollinearity. Thus, both variables are proven to contribute significantly to improving employees' innovative work behavior.

HETEROSKEDASTICITY TEST

Tabel 4 Heteroskedasticity Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.343	2.735		3.416	.001
Work Life Balance	.014	.031	.043	.435	.665
Work Engagement	-.041	.032	-.124	-1.260	.210

Source: Data Processed 2025

Based on the results of the glejser test, it is evident that each variable used in this study has a significant value (α) $>$ 0.05. Therefore, it can be concluded that there is no heteroscedasticity problem in this study.

MULTIPLE LINIER REGRESSION TEST

Tabel 5. Multiple Linier Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.994	4.840		2.478	.015
X1	.400	.056	.462	7.197	.001
X2	.432	.057	.482	7.513	.001

a. Dependent Variable: Y

Source: Data Processed 2025

Based on the results of the multiple linear regression analysis, the data processing results using SPSS 25 show:

$$Y = 11.994 + 0.400(x_1) + 0.432(x_2)$$

Explanation:

Regression analysis shows that *Work Life Balance* (X1) has a positive effect on *Innovative Work Behavior* (Y) with a coefficient of 0.400 ($t = 7.197$; Sig. $<$ 0.001), while *Work Engagement* (X2) also has a positive effect with a coefficient of 0.432 ($t = 7.513$; Sig. $<$ 0.001).

The *standardized beta* results show that the effect of X2 ($\beta = 0.482$) is slightly greater than

that of X1 ($\beta = 0.462$). The Tolerance value (0.907) and VIF (1.102) confirm the absence of multicollinearity. Thus, both variables are significant and independent predictors in explaining the variation in employees' innovative work behavior.

PARTIAL TEST (UJI T)

Tabel 6. Partial Test (Test t)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.994	4.840		2.478	.015
X1	.400	.056	.462	7.197	.001
X2	.432	.057	.482	7.513	.001

a. Dependent Variable: Y

Source: Data Processed 2025

Based on the results of the partial test (t-test), it can be concluded that the t-test results show that Work Life Balance (X1) has a significant effect on Innovative Work Behavior (Y) with a value of 7.197 and Sig. = 0.001 < 0.05. This means that the better the work-life balance of employees, the higher the innovative work behavior they exhibit. Meanwhile, Work Engagement (X2) also has a significant effect on Innovative Work Behavior (Y) with a t value of 7.513 and Sig. = 0.001 < 0.05. This means that the higher the level of employee engagement in their work, the greater their tendency to behave innovatively.

DETERMINATION COEFFICIENT

Tabel 8. Determination Coefficient

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.574	9.04974
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Source: Data Processed 2025

The coefficient of determination test results show an R^2 value of 0.582, meaning that 58.2% of the variation in *Innovative Work Behavior* (Y) can be explained by *Work Life Balance* (X1) and *Work Engagement* (X2), while the remaining 41.8% is influenced by other factors outside the model.

Discussion

1. The Influence of Work Life Balance on Innovative Work Behavior

The research results show that Work-Life Balance has a positive and significant influence on the Innovative Work Behavior of employees at PT. PLN (Persero) ULP Ngawi ($t_{\text{count}} = 7.197$ > $t_{\text{table}} = 1.980$; sig. = 0.001 < 0.05). This means that the more balanced the work and personal lives of employees are, the higher their tendency to display innovative behavior. These findings are in line with Greenhaus & Allen (2011) and Robbins & Judge (2017), who emphasize that *work-life balance* supports job satisfaction and engagement, thereby triggering creativity. The dominant indicators are The ability to manage work and rest time, which emphasizes the importance of time management. The implication is that companies need to create flexible work policies and avoid excessive workloads to encourage an innovative work culture (Sari et al., 2023; Ningsih & Rahmawati, 2022).

2. The Influence of Work Engagement on Innovative Work Behavior

Work Engagement also proved to have a positive and significant influence on *Innovative Work Behavior* ($t_{\text{count}} = 7.513$ > $t_{\text{table}} = 1.980$; sig. = 0.001 < 0.05). The higher the work engagement, the greater the tendency for employees to exhibit innovative

behavior. This supports the opinions of Schaufeli et al. (2006) and Bakker & Demerouti (2008), who state that *vigor*, *dedication*, and *absorption* are the main drivers of innovative work engagement. The most dominant indicators are *absorption* ("my work absorbs my full attention") and *dedication* ("I feel my work is important"), indicating strong emotional attachment among employees. Companies therefore need to create a work environment that supports engagement, provides meaningful challenges, and appreciates employees' innovative contributions.

D. CONCLUSION

This study proves that the two independent variables, *Work Life Balance* and *Work Engagement*, have a positive and significant effect on *Innovative Work Behavior* among employees of PT. PLN (Persero) ULP Ngawi.

1. Work-life balance has been proven to increase innovative work behavior. Employees who are able to maintain a balance between work and personal life are more focused, creative, and willing to express and implement new ideas.
2. Work Engagement also has a strong influence on innovative behavior. The higher the enthusiasm, dedication, and immersion of employees in their work, the greater their contribution to generating innovations that benefit the company.

Overall, the results of this study emphasize the importance of creating working conditions that support life balance and full employee engagement, as both are key factors in driving innovation in a dynamic work environment.

E. RECOMMENDATIONS

The management of PT. PLN (Persero) ULP Ngawi is advised to create policies that support work-life balance, increase employee engagement through a positive and appreciative

work environment, and provide training to encourage innovation. Employees are expected to maintain personal balance and be more actively involved in their work in order to be productive and innovative. Meanwhile, future researchers can expand the scope of their research to other PLN units, add new variables such as motivation or organizational culture, and use mixed methods to obtain more comprehensive results.

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