

## The Role of Work Life Balance: Organizational Climate on Innovative Work Behavior

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**Abstract.** *This study aims to analyze and determine how organizational climate influences innovative work behavior, with work-life balance as a moderating variable to determine how much its role can influence the relationship between organizational climate variables and innovative work behavior. The population in this study were organic employees of the Money Management Department, Bank Indonesia with a sample of 146 respondents and the data collection process used a questionnaire with a Likert scale. The sampling technique in this study used proportional random sampling technique and the data analysis process used SmartPLS 4.0 software to test the relationship between variables. The results showed that organizational climate has a significant influence on innovative work behavior. And the role of work-life balance in moderating the relationship between organizational climate and innovative work behavior has a positive but insignificant relationship. This shows the importance of establishing an ideal organizational climate to improve innovative performance behavior for employees of the Money Management Department, Bank Indonesia, with the support of good work-life balance implementation.*

**Keywords:** *Bank Indonesia; Innovative Work Behavior; Money Management Department; Work Life Balance.*

### 1. Introduction

The dynamic work environment and ever-evolving organizational culture force every organization to respond to these developments with new innovations to survive and adapt to changing times. This requires changes in individual behavior to support organizational change. Pandanningrum and Nugraheni (2021) state that innovation occurs in an organization when employees or human resources engage in innovative work behaviors. Yuan and Woodman (2010) argue that employee innovation is a crucial factor in organizational success in a dynamic business environment.

Innovation in an organization cannot be achieved solely by the capabilities of its human resources. Innovation in an organization is also influenced by the climate within the organization. A leader must be able to create a positive organizational climate to develop the capabilities of each member, which ultimately leads to the generation of new ideas for the innovations the company needs.

A good organizational climate should be able to trigger human Resources To always be innovative, generate fresh new ideas, and present solutions to every new problem in the workplace. Furthermore, how to improve the organizational climate, or the atmosphere and conditions within the work environment, is one way to do this by implementing work-life balance. This work-life balance is expected to reduce stress levels due to workload and pressure, thereby preventing burnout among organizational members.

Research that has been conducted Dewa Nyoman Reza Aditya and Komang Ardana (2016) showed that the better the organizational climate perceived by employees, the higher the innovative work behavior that will emerge. This finding is supported by research from Aditya and Ardana (2016) and Yoga Seto A. and Olievia Prabandini M. (2021) who stated that organizational climate has a positive and significant effect on innovative work behavior. In contrast to the research conducted by Dewa Nyoman Reza Aditya and Komang Ardana, research conducted by Dian Trikusuma and Yupiter Gulo (2017) found an insignificant relationship between organizational climate and innovative work behavior. Puspita and Dewi (2021) in their research also found an insignificant relationship between organizational climate and innovative work behavior. Similarly, Djoko Santoso and Dinar Nugraheni (2022) also found the same thing, that organizational climate had no effect on innovative work behavior. They stated that organizational climate does not influence the increase in innovative work behavior in an organization.

Bank Indonesia is the central bank in Indonesia which is tasked with managing monetary policy, payment systems, and financial system stability as stipulated in Law Number 23 of 1999 and last updated through Law Number 6 of 2009.

Bank Indonesia's vision is to become a leading digital central bank with strong governance that significantly contributes to the national economy and is the best in emerging markets. The 2025 Digital Innovation Master Plan focuses on accelerating and creating sustainable transformation to support the achievement of Bank Indonesia's vision.

The Department of Money Management supports the achievement of this vision by developing several digital applications, such as BI-SILK, PINTAR, BI-CAC, and CBS. Efforts to create a positive organizational climate within the Department of Money Management are carried out by supporting the change agent program, which encourages the Department's human resources to generate creative ideas in the areas of innovation, achievement, digital, and spirituality.

Additionally, there are sports units such as soccer, futsal, badminton, volleyball, and tennis. The purpose of these activities is to implement work-life balance, reducing stress levels from work routines, thereby fostering a positive organizational climate and sparking ideas for new innovations.

However, each work unit within the Financial Management Department has a different workload and rhythm. Some units tend to have monotonous routines, while others have more dynamic routines and frequently face new challenges. These conditions will influence the organizational climate that is created and ultimately influence the innovations the organization desires.

## 2. Research Methods

The type of research used in this study is a quantitative method, which is clearly structured from the initial stages to the research design, as well as systematic and planned. As stated by Nasehudin, TS, and Gozali, N., a quantitative approach is a method for addressing problems systematically and scientifically, aiming to obtain knowledge based on valid data/information (Hotmaulina 2023).

## 3. Results and Discussion

### 3.1. The influence of intrinsic motivation on affective commitment in human resources of KPP Madya Semarang

The results of the hypothesis test show that the p-values that determine the influence of intrinsic motivation on affective commitment are  $0.000 < 0.05$  and the t-statistic value  $(12.121) > 1.96$ . Meanwhile, the original sample has a value of 0.707 (positive). These results support the first hypothesis, namely that intrinsic motivation has a positive and significant effect on affective commitment in human resources at KPP Madya Semarang.

The results of this study can be interpreted and narrated by the researcher, who concluded that intrinsic motivation is a crucial factor in increasing the affective commitment of human resources in an organization. If intrinsic motivation in human resources is increased and managed well, it will influence affective commitment. Conversely, if intrinsic motivation in human resources is low, affective commitment will not increase and drive their performance.

The results of this study align with a study by Muchtadin and Sundry (2023), which showed that intrinsic motivation has a significant and positive effect on affective commitment. A similar finding was also expressed by Ibragimovic and Berishvili (2023), who stated that intrinsic motivation influences affective commitment in the digital era.

Research results show that intrinsic motivation has a positive and significant effect on affective commitment. Therefore, it can be interpreted that improved intrinsic motivation will foster human resources' affective commitment to their organization. Based on these

positive results, human resources with intrinsic motivation will foster attachment and increased commitment to the organization. If human resources' motivation is fulfilled in an organization, their sense of belonging and commitment will also increase (Karanita & Kurniawan, 2022). The results of the tests conducted show a positive relationship between intrinsic motivation and affective commitment. This results in improved human resource loyalty to their organization.

Affective commitment can be further enhanced by the desire or drive of human resources to remain and have a strong sense of enjoyment in working within the organization. Human resources who enjoy the work they do can also increase their emotional attachment to the organization. Therefore, it is important for organizations to reward their human resources in the form of recognition for achievements and provide adequate work facilities so that human resources feel happy while working within the organization. This will result in human resources being more loyal and feeling comfortable with their work and the organization. The results of this study are in line with research conducted by Mahrani et al. (2022) and Ardiana et al. (2023), which showed that intrinsic motivation has a positive and significant impact on affective commitment.

### **3.1.1. The influence of intrinsic motivation on continuance commitment in human resources at KPP Madya Semarang**

The results of the hypothesis test show that the p-values that determine the influence of intrinsic motivation on continuance commitment are  $0.000 < 0.05$  and the t-statistic value  $(20.339) > 1.96$ . Meanwhile, the original sample has a value of 0.829 (positive). These results support the second hypothesis, namely that intrinsic motivation has a positive and significant effect on continuance commitment.

The results of this study can be understood and concluded that intrinsic motivation has an important factor in driving continuance commitment in human resources. Conversely, if this intrinsic motivation is low and cannot be developed properly in human resources, it will impact the low continuance commitment possessed in the world of human resources work. This proves that intrinsic motivation and continuance commitment are both important in building psychological work enthusiasm so that human resource productivity can increase and have a better work commitment.

The results of this study align with the theory of Maspuatun et al. (2022) that continuance commitment can be carried out continuously, demonstrated through human resource loyalty to the organization by preferring to remain for a long period. This is usually based on the feelings of human resources who have contributed significantly to the organization. In other words, this commitment usually arises from the human resource's fear of loss if they leave the organization. Loss here is interpreted broadly, such as loss in economic aspects, emotional aspects, career opportunities, relationships, or friendships within the organization. For example, human resources will spend their working life in an organization simply because they are pursuing benefits and pension funds when they leave.

Continuance commitment will ensure long-term retention of human resources and make it difficult for them to leave the company. This is an advantage for the organization, ensuring employee retention. Continuance commitment allows the organization to receive significant contributions from its human resources, enabling it to achieve its goals with optimal employee performance. The results of this study align with those of Lamondjong and Herawati (2021) and Maimunah et al. (2020), who explain the influence of intrinsic motivation on continuance commitment.

### **3.1.2. The influence of intrinsic motivation on normative commitment in human resources of KPP Madya Semarang**

The results of the hypothesis test show that the p-values that determine the influence of intrinsic motivation on normative commitment are  $0.000 < 0.05$  and the t-statistic value  $(25.715) > 1.96$ . Meanwhile, the original sample has a value of 0.841 (positive). These results support the third hypothesis, namely that intrinsic motivation has a positive and significant influence on normative commitment.

The results of this study can be concluded that intrinsic motivation is a crucial factor in encouraging normative commitment in human resources. Higher intrinsic motivation is better for encouraging normative commitment in human resources. Conversely, low normative commitment is caused by a lack of intrinsic motivation in human resources. Therefore, it is crucial for organizations to create a work environment filled with motivation, both extrinsic and intrinsic, which will ultimately increase commitment.

Previous research conducted by Setrojoyo et al. (2023) revealed that intrinsic motivation positively influences human resource performance and normative commitment. A study by Sidik et al. (2022) also showed that intrinsic motivation partially has a positive and significant effect on human resource performance and normative commitment. Nurfaizi and Muafi (2022) also conducted a study showing that intrinsic motivation has a positive and significant effect, as in other studies.

The results of this study demonstrate the importance of normative commitment. This aligns with Puspitasari's (2019) opinion that human resources with normative commitment tend to be more motivated and dedicated to their work, ultimately increasing productivity. By feeling obligated to remain with an organization, human resources tend to be less willing to leave, thereby reducing turnover rates.

Normative commitment helps create a strong bond between human resources and the organization, creating a stronger sense of connection and belonging. Employees with normative commitment tend to be more enthusiastic about making positive contributions to the organization, both in terms of new ideas and improving work quality. Normative commitment can help increase employee job satisfaction because they feel they are doing the right thing (Purnama et al., 2023).



Normative commitment is crucial because it can create more productive, loyal, and committed human resources. By enhancing normative commitment, companies can improve the quality of their human resources and achieve organizational goals more effectively. Commitment is crucial for human resources. A deep commitment from human resources can measure the level of consistency and responsibility, whether in easy or difficult, happy or difficult, or light or heavy conditions. Without commitment, there will be no consistency. A good organization consists of highly committed human resources. The higher the commitment value of each human resource, the better the organization's achievements. Committed human resources always give their best for what they have committed to.

### **3.1.3. The influence of affective commitment on the performance of human resources at the Semarang Medium Tax Office**

The results of the hypothesis test show that the p-values that determine the influence of affective commitment on human resource performance are  $0.032 < 0.05$  and the t-statistic value ( $2.944$ )  $> 1.96$ . Meanwhile, the original sample has a value of  $0.245$  (positive). These results support the fourth hypothesis, namely that affective commitment has a positive and significant influence on human resource performance.

The results of this study can be interpreted descriptively as showing that affective commitment has a significant influence on human resource performance. This means that affective commitment is a crucial factor in improving human resource performance. A higher level of affective commitment will further improve performance and productivity. Conversely, a lack of affective commitment in an organization will negatively impact human resource performance.

The results of this study are supported by Ardiansyah et al. (2019) who stated that affective commitment has a positive and significant influence on human resource performance. Their research is in line with and supports the results of the established hypothesis, namely that if human resources have affective commitment, human resources can work well in the organization and can provide benefits for the organization and human resources themselves. Similarly, the relationship between organizational commitment (affective commitment, continuance commitment, and normative commitment) and performance was stated by Sumarni and Pramuntadi (2019). They stated that there is an influence between organizational commitment variables on performance. The results of this study indicate that affective commitment has an effect on human resource performance.

### **3.2. The Influence of Organizational Climate on Innovative Work Behavior of Organic Employees of the Money Management Department, Bank Indonesia**

The results of the path coefficient test show that the relationship between organizational climate and innovative work behavior has a path coefficient value of  $0.197$ . While the T-Statistics value reaches  $2.468$  and the p-value is  $0.014$ , where the p-value is smaller than  $0.05$  which indicates that the influence of organizational climate on innovative work

behavior is statistically significant. With these results, the H1 hypothesis can be accepted which means that organizational climate has a strong positive impact on the level of innovative work behavior of employees of the Money Management Department, Bank Indonesia.

According to Riani et al., (2017), innovation is not only influenced by the employee's abilities, but also by the organizational climate. Employees who are managerially responsible must be able to create an organizational climate that can develop the abilities of their subordinates to trigger innovation. Ariyani & Hidayati (2018) stated that innovative work behavior at every organizational level, both directly and indirectly, requires the support of leaders. In previous research, it was also stated that organizational climate has a positive effect on innovative work behavior. For example, research conducted by Aditya & Ardana (2016) stated that organizational climate has a positive effect on innovative work behavior, meaning that the better the organizational climate perceived by employees, the higher the innovative work behavior in their work.

Based on the analysis of open-ended questions in the questionnaire, several factors emerged that influence the organizational climate in the Monetary Management Department, Bank Indonesia. One such factor is togetherness. Most tasks and work in the Monetary Management Department are completed by teams and synergize with other teams and work units simultaneously. Therefore, good coordination, togetherness, and solidarity between teams within and across work units are required to create a positive work climate that ensures work can be completed on time or even exceed targets.

### **3.2.1. The Influence of Organizational Climate on Innovative Work Behavior Moderated by Work Life Balance on Organic Employees of the Money Management Department, Bank Indonesia**

The results of the path coefficient test show that the relationship between organizational climate and innovative work behavior moderated by work-life balance has a path coefficient value of 0.112. While the T-Statistics value reaches 1,840 and p-value of 0.066, where the p-value is greater than 0.05 which indicates that the influence of organizational climate on innovative work behavior moderated by work-life balance is not statistically significant. With these results, the H2 hypothesis is rejected which means that the organizational climate on innovative work behavior moderated by work-life balance does not have a strong positive impact on influencing the organizational climate on increasing innovative work behavior of employees of the Money Management Department, Bank Indonesia.

Although there are positive indications that work-life balance influences organizational climate and increases innovative work behavior, the results indicate that the relationship is not strong. Separately, regarding the relationship between work-life balance and organizational climate and innovative work behavior, research conducted by Olievia et al. (2022) stated a positive and significant relationship between organizational climate and work-life balance. Alfi (2024) also stated in his research that work-life balance has a positive

and significant effect on innovative work behavior. However, in this study, when researchers wanted to determine the role of work-life balance in influencing organizational climate and increasing innovative work behavior, they found that work-life balance did not have a significant and strong role in influencing this relationship.

Based on an analysis of the open-ended questions in the questionnaire, several factors emerged that influence the implementation of work-life balance in the Money Management Department, Bank Indonesia. One of these factors is time. The Money Management Department has several work units with different workloads and rhythms. Some work units tend to have monotonous routines, while others have more dynamic routines and frequently face new challenges. These conditions undoubtedly impact the results of work-life balance implementation. Therefore, in research conducted in the Department of Financial Management, work-life balance was not significant and was classified as influencing the relationship between organizational climate and innovative work behavior.

#### 4. Conclusion

Based on the research results presented in the previous chapter, it can be concluded that: 1. The Influence of Organizational Climate (X) on Innovative Work Behavior (Y) shows that organizational climate has a significant influence on innovative work behavior. A better organizational climate will also increase the innovative work behavior of organic employees in the Money Management Department, Bank Indonesia. 2. The Influence of Organizational Climate (X) on Innovative Work Behavior (Y) moderated by Work Life Balance (Z), shows that work life balance as a moderating variable has a positive but insignificant or weak influence in influencing the relationship between organizational climate and innovative work behavior. This shows that although work life balance directly has a significant influence on innovative work behavior, but if it is moderated it is not strong enough to influence the relationship between organizational climate and increasing innovative work behavior.

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