



Employee Performance Enhancement Through Work-Life Balance And Innovative Work Behavior: The Mediating Role Of Employee Engagement

Dian Akbarini Sukma¹⁾; Nursaid²⁾; Moh, Halim³⁾

^{1,2,3)} Study Program of Management Faculty Of Economics and Business, Universitas Muhammadiyah Jember, Indonesia

Email: ¹⁾ dianakbarinisukmaa@gmail.com

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ABSTRACT

This study examines the effects of work-life balance and innovative work behavior on employee performance, with employee engagement as an intervening variable. An explanatory research design was applied to employees of State-Owned Enterprise banks in Jember Regency. The sample was determined using Slovin's formula and proportional purposive sampling. Data were analyzed using Partial Least Squares with WarpPLS 7.0. Work-life balance and innovative work behavior positively affect employee engagement. Work-life balance does not directly affect employee performance, while innovative work behavior and employee engagement have significant effects. Employee engagement also mediates the effects of work-life balance and innovative work behavior on employee performance. Improving work-life balance, innovative behavior, and employee engagement can strengthen employee performance and organizational adaptability. This study develops an integrated model linking work-life balance and innovative work behavior to employee performance through employee engagement.

INTRODUCTION

The increasingly competitive business environment of the digital era requires organizations to effectively manage human resources to ensure their sustainability and competitiveness. Human resource quality is a strategic factor—including within the banking industry, particularly for state-owned banks (BUMN)—because banking is a service sector heavily reliant on the quality of employee service. Shifts in customer behavior, the digital banking transformation, demands for fast and accurate service, and high performance targets subject banking employees to increasingly complex work pressures (Soraya & Anshor, 2025).

Employee performance is a crucial factor in determining organizational success, as the achievement of corporate goals is heavily influenced by employees' ability to complete tasks

effectively and efficiently (Kreitner & Kinicki, 2021). Current organizational trends reveal persistent performance-related issues, such as declining productivity, low employee engagement, high work pressure, and suboptimal innovation capabilities in the face of dynamic work demands. This indicates that enhancing employee performance requires serious attention to the management factors that influence it.

Several factors serve as antecedents to employee performance from an HRM perspective, including employee engagement, work-life balance, and innovative work behavior. Employee engagement reflects the level of an employee's emotional attachment and commitment to the organization, thereby motivating them to make their best contributions to the company. Employee engagement is a psychological state reflecting an employee's level of involvement, enthusiasm, and dedication to their work and their employing organization. Highly engaged employees tend to demonstrate work spirit, loyalty, and a willingness to exert extra effort to achieve organizational goals (Sinambela, 2020). Empirically, various studies indicate that employee engagement has a positive impact on employee performance. Prior research explains that engaged employees are more focused, highly motivated, and capable of completing tasks optimally, thereby leading to performance improvements (Hassanein & Özgit, 2022; Otoo, 2024). Furthermore, employee engagement fosters positive work behaviors such as organizational commitment, job satisfaction, and employee loyalty. Consequently, employee engagement is viewed as a crucial variable that bridges the relationship between organizational factors and enhanced employee performance (Primadi Candra Susanto, Syailendra, & Suryawan, 2023). A positive and significant relationship between employee engagement and employee performance has been established in numerous studies, including (Selim Ahmed, Ashrafi, Ahmed, Ahmed, & Azim, 2025; Tanveer Ahmed, Khan, Thitivesa, Siraphatthada, & Phumdara, 2020; Al Zeer, Ajouz, & Salahat, 2023; Ekhsan, Daspar, Parashakti, & Perkasa, 2023; Hasan, 2023; Hermawan, Thamrin, & Susilo, 2020; Kustiawan, Marpaung, Lestari, & Andiyana, 2022; Lee & Jo, 2023; Prentice, Wong, & Lin, 2023; Savitri, Anggraeni, & Santosa, 2023)

Work-life balance refers to an individual's ability to balance work demands with personal life, thereby creating a healthy and harmonious working environment (Waworuntu, Kainde, & Mandagi, 2022). In the banking industry, employees often face heavy workloads, strict performance targets, and demands for rapid service, which can lead to work-related stress and conflict between their professional and personal lives. Consequently, achieving work-life balance is crucial for employees to maintain emotional stability and work productivity (Brough et al., 2020). Several studies indicate that work-life balance has a positive and significant impact on employee engagement and performance (Selim Ahmed et al., 2025; Ali, Li, & Qiu, 2022; Duan, Deng, & Wibowo, 2023; Faisal, Hameed, & Aleemi, 2022; Inggamara, Pierewan, & Ayriza, 2022; Muzakar & Nur, 2026; Perengki Susanto et al., 2022; Udin, 2023; Wijayanto, Suharti, & Chaniago, 2022; Witriaryani, Putri, Jonathan, & Khairal, 2022). However, contrasting results have been reported by other researchers ((Beis & Ferinia, 2023; Borgia, Di Virgilio, La Torre, & Khan, 2022; Logor, Tulung, & Wangke, 2024; Pradita & Sugiarto, 2025; Sopian, Hidayati, & Kusumawardani, 2022), who found that work-life balance does not always have a significant effect on employee engagement and performance. These findings highlight an inconsistency in research results regarding the impact of work-life balance on employee performance.

Innovative work behavior refers to individual actions involving the creation, introduction, and implementation of new ideas that benefit the organization (Borkowski & Meese, 2020). Such behavior is crucial in the banking sector, which is characterized by continuous technological advancements and evolving customer needs. Employees who exhibit innovative work behavior tend to be capable of devising creative solutions, enhancing work efficiency, and providing superior customer service. Empirical studies examining innovative work behavior and its impact on employee engagement and performance include those by (Elamin, Aldabbas, & Ahmed, 2024; Husin, Mansor, Javaid, & Widarman, 2025; Jia et al., 2022; Koroglu & Ozmen, 2022; Laily, Anwar, Parizal, & Suharni, 2025; Lu, Yu, & Shan, 2022; Omuudu, Francis, & Changha, 2022; Ponggohong,

Rumawas, & Punuindoong, 2025; Sofiyan, Sembiring, Danilwan, Anggriani, & Sudirman, 2022; van Zyl, van Oort, Rispens, & Olckers, 2021; Widia & Setyaningrum, 2023). However, other studies present contrasting findings, indicating that innovative work behavior does not necessarily boost employee engagement or performance if the organization fails to support employee innovation (Bai, Wang, Alam, Gul, & Wang, 2022; Erwan & Yuliharsi, 2024; Sadewa & Yulianti, 2024)(Jony, Swanto, & Rivai, 2024). This highlights a research gap regarding the influence of innovative work behavior on employee performance.

LITERATURE REVIEW

The Impact of Work-Life Balance on Employee Engagement and Performance

Work-life balance is a state in which individuals are able to harmoniously balance work demands with their personal lives, thereby fostering psychological comfort and stability in the workplace (Rothbard, Beetz, & Harari, 2021). Work-life balance is viewed as a factor capable of enhancing employee engagement, as it fosters workplace comfort and supports overall employee well-being (Priyono & Hasyim, 2022). Bello et al. (2024) found that employees who maintain a good work-life balance tend to exhibit higher levels of engagement with their organization.

Work-life balance is also considered a factor that can improve employee performance, as it creates workplace comfort, enhances focus, and safeguards employees' mental health. When employees feel capable of balancing their work and personal lives, they perform their duties and responsibilities more effectively (AlEssa & Durugbo, 2022). Research by Rothbard et al., (2021) found that work-life balance boosts employee effectiveness and productivity by allowing employees to feel more comfortable and focused while working. Similarly, a study by Bello et al. (2024) demonstrates that work-life balance has a significant impact on improving both employee performance and well-being.

The Impact of Innovative Work Behavior on Employee Engagement and Performance

Innovative work behavior is a crucial factor in supporting organizational success. Employees who exhibit innovative behavior tend to be proactive and adaptable, and possess high work enthusiasm, thereby enabling them to make greater contributions to the organization. Innovative work behavior is viewed as a factor that can enhance employee engagement; when employees are given opportunities to innovate, they feel valued and trusted, and perceive greater meaning in their work. Research by Anindita & Rheinhard (2023) found that employees demonstrating innovative work behavior tend to have higher levels of engagement because they feel they are making significant contributions to the organization. Similarly, research by Ghani et al. (2023) explains that innovative work behavior fosters employee engagement by boosting self-confidence, enhancing the sense of meaningful work, and encouraging active participation within the organization.

Innovative work behavior is also considered a factor that can improve employee performance, as it helps employees discover more effective, efficient, and productive ways of working (Robbins & Judge, 2023). Innovative employees do not merely perform routine tasks; they also strive to create added value for the organization through new ideas and solutions. Research by Lan et al. (2026) found that innovative work behavior enhances employee effectiveness and productivity through the implementation of new ideas in the workplace. Furthermore, research by Sadewa & Yulianti (2024) demonstrates that innovative work behavior significantly influences the improvement of both individual and organizational performance. Employees who exhibit innovative behavior tend to work more effectively and creatively, and respond more adeptly to organizational challenges, resulting in higher performance levels.

The Impact of Employee Engagement on Employee Performance

Employee engagement is a psychological state reflecting the level of an employee's emotional attachment, dedication, enthusiasm, and commitment to their work and the organization. Highly engaged employees tend to demonstrate work enthusiasm, loyalty, and a willingness to exert extra effort in fulfilling their tasks and responsibilities. Job Demands-Resources Theory explains that employee engagement is a positive motivational state that boosts work energy, dedication, and involvement, thereby leading to increased productivity and work effectiveness (Hakanen & Keltiainen, 2026). Research by Kakkar et al. (2020) found that employee engagement enhances productivity, work quality, and organizational commitment. Similarly, a study by Ponggohong et al. (2025) indicates that highly engaged employees tend to exhibit superior performance compared to those with low levels of engagement.

METHODS

This study employs an explanatory/confirmatory research design aimed at analyzing the relationships between variables (Seran, 2020). The study population consists of all 567 employees of State-Owned Enterprise (BUMN) banks operating in Jember Regency. A sample of 235 individuals was selected using the Slovin formula and a proportional purposive sampling method. The research utilizes primary data—specifically, data regarding perceptions of work-life balance, innovative work behavior, employee engagement, and employee performance—collected via questionnaires distributed to respondents.

The data analysis method employed in this study is path analysis using the Structural Equation Modeling (SEM) approach with the WarpPLS 5.0 software. SEM-PLS (Structural Equation Modeling – Partial Least Squares) is a multivariate analysis technique that combines factor analysis and regression. It serves as an alternative approach to covariance-based SEM.

Hypothesis testing is conducted by examining and comparing the t-statistic and probability values.

The research variables include independent variables (work-life balance and innovative work behavior), an intervening variable (employee engagement), and a dependent variable (employee performance). The operational measurement of these variables is presented in Table 1.

Table 1 Identification of Research Variable Measurement

No	Variable	Indicators
1	Work-Life Balance (X1)	a. Time Balance b. Involvement Balance c. Satisfaction Balance
2	Innovative Work Behavior (X2)	a. Idea Exploration b. Idea Generation c. Idea Championing d. Idea Implementation
3	Employee Engagement (Z)	a. Vigor b. Dedication c. Absorption
4	Employee Performance (Y)	a. Work Quantity b. Work Quality c. Timeliness d. Attendance e. Ability to Work Collaboratively

RESULTS

Data Analysis Result

Outer Model Evaluation

The WarpPLS 7.0 results regarding validity testing—specifically the factor cross-loadings—are presented in full in Table 2 below. The calculations shown in Table 2 indicate that each factor cross-loading value exceeds 0.7, with a p-value below 0.001. Thus, the criteria for convergent validity have been met.

Table 2 Combined Loadings and Cross-Loadings

	X1	X2	Z	Y
X1.1	0,859	0,098	0,044	0,029
X1.2	0,876	0,007	-0,023	-0,038
X1.3	0,864	-0,105	-0,02	0,009
X2.1	0,017	0,871	0,055	0,007
X2.2	-0,052	0,858	-0,037	0,056
X2.3	-0,049	0,858	0,059	0,004
X2.4	0,083	0,859	-0,077	-0,067
Z1	0,028	0,004	0,845	-0,007
Z2	-0,057	-0,052	0,859	-0,028
Z3	0,028	0,047	0,864	0,034
Y1	-0,085	0,148	0,249	0,778
Y2	-0,063	-0,028	-0,009	0,829
Y3	0,035	0,085	0,013	0,833
Y4	-0,016	-0,134	-0,079	0,825
Y5	0,122	-0,062	-0,156	0,839

Source: Processed data, 2026

Reliability testing is based on composite reliability and Cronbach's alpha coefficients exceeding 0.7. The results in Table 4.8 indicate that the questionnaire instrument used in this study meets the reliability test criteria.

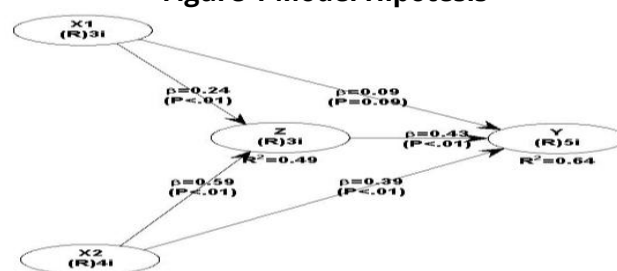
Tabel 3 Uji Reliabilitas

Variable	Composite Reliability	Cronbach's Alpha
Work Life Balance	0,900	0,833
Innovative Work Behavior	0,920	0,884
Employee Engagement	0,892	0,818
Employee Performance	0,912	0,879

Source: Processed data, 2026

Inner Model Evaluation

Figure 1 Model Hipotesis



Source: Processed data, 2026

Direct Effect

The path coefficients for direct effects are presented in Table 4.

Table 4 Path Coefficients for Direct Effects

Effect			Path Coefficients	S.E.	P	Result
	<	X1	0,235	0,063	<0,001	H1 accepted

	<	X2	0,588	0,059	<0,001	H2 accepted

	<	X1	0,086	0,064	0,092	H3 rejected

	<	X2	0,391	0,061	<0,001	H4 accepted

	<	Z	0,427	0,060	<0,001	H5 accepted

Source: Processed data, 2026

The path coefficient analysis regarding the effect of work-life balance (X1) on employee engagement (Z) indicates a positive path. Consequently, the hypothesis stating that work-life balance has a significant effect on employee engagement is confirmed, meaning H1 is accepted.

The path coefficient test for the effect of innovative work behavior (X2) on employee engagement (Z) shows a positive path; thus, the hypothesis stating that innovative work behavior has a significant effect on employee engagement is supported (H2 is accepted).

The path coefficient test for the effect of work-life balance (X1) on employee performance (Y) shows a positive path but indicates no significant effect on employee performance (Y); thus, the hypothesis stating that work-life balance has a significant effect on employee performance is not supported (H3 is rejected).

The path coefficient test for the effect of innovative work behavior (X2) on employee performance (Y) shows a positive path; thus, the hypothesis stating that innovative work behavior has a significant effect on employee performance is supported (H4 is accepted).

The path coefficient test for the effect of employee engagement (Z) on employee performance (Y) shows a positive path; thus, the hypothesis stating that employee engagement has a significant effect on employee performance is supported (H5 is accepted).

Indirect Effect

Testing the indirect effect aims to assess the influence of the exogenous variable on the endogenous variable via the intervening variable. The path coefficients for the indirect effect are presented in Table 5.

Table 5 Path Coefficients for Indirect Effects

Effect	Estimate	S.E.	P	Result
Y <--- Z <--- X1	0,100	0,049	0,014	H6 accepted
Y <--- Z <--- X2	0,251	0,047	<0,001	H7 accepted

Source: Processed data, 2026

The path coefficient for the relationship where work-life balance (X1) affects employee performance (Y) via the mediating variable of employee engagement (Z) is 0.100, with a probability value (p) of 0.045. Thus, the hypothesis stating that work-life balance significantly affects employee performance through employee engagement is supported (H6 is accepted).

The path coefficient for the relationship where innovative work behavior (X2) affects employee performance (Y) via the mediating role of employee engagement (Z) is 0.251, with a probability value (p) of <0.001. Thus, the hypothesis stating that innovative work behavior significantly affects employee performance through employee engagement is supported (H7 is accepted).

Coefficient of Determination

Table 6 Coefficient of Determination

Variable	Name Variable	R-square
Z	<i>Employee engagement</i>	0,493
Y	Kinerja pegawai	0,637

Source: Processed data, 2026

Table 6 shows that the R-square value for the employee engagement construct is 0.493, and the R-square value for the employee performance construct is 0.637. An R-square of 0.493 indicates that 49.3% of the variability in employee engagement can be explained by the variables of work-life balance and innovative work behavior. An R-square of 0.637 indicates that 63.7% of the variability in employee performance can be explained by the variables of work-life balance, innovative work behavior, and employee engagement.

DISCUSSIONS

The Effect of Work-Life Balance on Employee Engagement

Based on the first hypothesis, work-life balance has a positive and significant effect on employee engagement. Data testing and analysis confirmed that work-life balance significantly affects employee engagement; thus, H1 is accepted. This implies that better work-life balance leads to higher levels of employee engagement at state-owned banks in Jember Regency. A favorable work-life balance is characterized by employees' ability to allocate time equitably between work and personal life, their capacity to fulfill family responsibilities despite high work demands, and their satisfaction with the balance between their professional and personal lives.

Work-life balance is a state in which individuals harmoniously balance work demands with their personal lives, thereby fostering psychological comfort and stability in the workplace (Rothbard et al., 2021). From a human resource management perspective, work-life balance is a crucial factor; employees who successfully maintain this balance tend to experience lower stress levels, higher job satisfaction, and more positive working relationships. Work-life balance is regarded as a key driver of employee engagement, as it fosters workplace comfort and supports the overall well-being of employees (Priyono & Hasyim, 2022).

The Effect of Innovative Work Behavior on Employee Engagement

Based on the second hypothesis, innovative work behavior has a positive and significant effect on employee engagement. Data testing and analysis confirmed that innovative work behavior affects engagement; thus, H2 is accepted. This implies that the better the innovative work behavior, the higher the level of employee engagement. High-quality innovative work behavior is evidenced by employees frequently identifying work-related problems requiring novel solutions, offering creative solutions to such problems, persuading colleagues or superiors to adopt new ideas, and translating innovative concepts into concrete actions within their work.

Job Demands-Resources Theory posits that opportunities for innovation serve as a job resource capable of enhancing intrinsic motivation and employee attachment to the organization. When employees have the scope to develop ideas and exercise creativity, they feel more empowered, possess a clear sense of purpose, and feel more connected to the organization. Research by Anindita & Rheinhard (2023) found that employees exhibiting

innovative work behavior tend to demonstrate higher levels of engagement, as they perceive themselves as making significant contributions to the organization. Similarly, a study by Ghani et al. (2023) indicates that innovative work behavior fosters employee engagement by boosting self-confidence, enhancing the perceived meaning of work, and encouraging active participation within the organization. Consequently, the higher the level of innovative work behavior demonstrated by employees, the higher their level of engagement with the organization.

The Effect of Work-Life Balance on Employee Performance

Based on the third hypothesis, work-life balance was posited to have a significant effect on employee performance. However, data testing and analysis revealed that the hypothesis stating work-life balance significantly affects employee performance was not supported; thus, H3 was rejected. This implies that work-life balance is not considered a determining factor for employee performance at these state-owned banks; consequently, increases or decreases in employees' work-life balance do not necessarily result in immediate changes to their performance.

These findings suggest that, within the context of state-owned banking organizations, work-life balance is not the primary determinant influencing employee productivity and performance outcomes. This situation can be attributed to the nature of work in the banking sector, which typically involves strict operational standards, clearly defined performance targets, and results-based evaluation systems. Under these conditions, employees are generally expected to meet performance targets regardless of fluctuations in their work-life balance. Furthermore, the lack of a significant influence from work-life balance may indicate that employees have developed mechanisms to adapt to job demands. Employees may have become accustomed to a demanding work pace, such that any imbalance between work and personal life is no longer perceived as a disruption that directly impacts performance. This may also reflect a high level of professionalism, wherein employees maintain their performance despite less-than-ideal work-life balance conditions.

The Effect of Innovative Work Behavior on Employee Performance

Based on the fourth hypothesis, innovative work behavior has a significant effect on employee performance. Testing and data analysis confirmed that innovative work behavior significantly affects employee performance; thus, H4 is accepted. This implies that superior innovative work behavior among employees at state-owned banks in Jember Regency leads to better employee performance. High-quality innovative work behavior is evidenced by employees frequently identifying work-related problems that require novel solutions, offering creative solutions to work issues, persuading colleagues or superiors to adopt new ideas, and translating innovative ideas into concrete actions within their work.

Innovative work behavior represents an employee's capacity to seek creative solutions, improve work methods, and adapt to changes in the work environment. Employees who exhibit innovative behavior tend to be more proactive in completing tasks, capable of driving service improvements, and quicker to adapt to changes in work systems. Innovative work behavior is considered a factor that can enhance employee performance, as it enables employees to discover more effective, efficient, and productive ways of working (Robbins & Judge, 2023). Innovative employees do not merely perform routine tasks; they also strive to create added value for the organization through new ideas and solutions.

The Effect of Employee Engagement on Employee Performance

Based on the fifth hypothesis, employee engagement has a significant effect on employee performance. Data testing and analysis confirmed that employee engagement significantly affects the performance of employees; thus, H5 is accepted. This implies that higher levels of employee engagement lead to better employee performance at state-owned banks in Jember Regency. High employee engagement is characterized by employees feeling enthusiastic while

performing their work, possessing a strong commitment to their organization, and finding it difficult to disengage from their work because they genuinely enjoy it.

Employee engagement is a psychological state reflecting the level of an employee's emotional attachment, dedication, enthusiasm, and commitment to both their job and their organization. Highly engaged employees tend to demonstrate work enthusiasm, loyalty, and a willingness to exert extra effort in fulfilling their tasks and responsibilities. Engaged employees do not merely work to meet formal obligations but also possess an intrinsic drive to contribute to the achievement of organizational goals.

The Effect of Work-Life Balance on Employee Performance via Employee Engagement

Based on the sixth hypothesis, work-life balance effect employee performance through employee engagement. The positive path coefficient indicates that better work-life balance boosts employee engagement, which in turn drives improved employee performance. Consequently, the hypothesis stating that work-life balance significantly influences employee performance through employee engagement at state-owned banks in Jember Regency is confirmed (H6 is accepted).

The influence of work-life balance on employee performance does not always occur directly. In many instances, work-life balance first enhances employees' emotional attachment to the organization—or employee engagement—which subsequently leads to improved employee performance. Empirically, several previous studies indicate that employee engagement mediates the relationship between work-life balance and employee performance. Research by Puspitasari and Darwin (2021) explains that a good work-life balance can enhance employee engagement, subsequently leading to increased productivity and work effectiveness. Another study by Ahmed et al. (2025) also demonstrates that work-life balance fosters employee attachment to the organization, thereby driving improvements in employee performance.

The Effect of Innovative Work Behavior on Employee Performance via Employee Engagement

Based on the seventh hypothesis, innovative work behavior effect on employee performance through employee engagement. The positive path coefficient indicates that higher levels of innovative work behavior boost employee engagement, which in turn drives improved employee performance. Thus, the hypothesis stating that innovative work behavior significantly influences employee performance through employee engagement at state-owned banks (Bank BUMN) in Jember Regency is substantiated—meaning H7 is accepted.

Employees who exhibit innovative work behavior tend to be more creative, proactive, and adaptive when facing changes in the work environment. Rather than merely performing routine tasks, these employees strive to create new solutions to enhance service quality, work productivity, and organizational effectiveness. Consequently, innovative work behavior is viewed as a factor capable of boosting employee performance (Lan et al., 2026). However, the influence of innovative work behavior on employee performance is not always direct. In many instances, innovative work behavior first enhances employees' emotional attachment to their work and the organization—known as employee engagement—which subsequently leads to improved performance. Employee engagement is a psychological state reflecting the level of enthusiasm, dedication, and involvement employees have regarding their work and the organization (Farrukh et al., 2023).

CONCLUSION

This study aims to examine and analyze the effects of work-life balance and innovative work behavior on employee performance with employee engagement serving as an intervening variable.

The findings indicate that work-life balance and innovative work behavior has effect on employee engagement. Work-life balance has not effect on employee performance, whereas innovative work behavior and employee engagement has effect on employee performance. Furthermore, work-life balance and innovative work behavior influence employee performance through the mediating role of employee engagement.

The practical implication of this study is that enhancing employee performance requires human resource management strategies focused on improving work-life balance, fostering innovative work behavior, and continuously strengthening employee engagement. This approach is expected to cultivate a workforce that is productive and adaptable to change, thereby contributing optimally to the achievement of organizational goals.

Future research agendas should incorporate additional variables—such as organizational citizenship behavior, organizational commitment, and perceived organizational support—to yield better insights into employee engagement and employee performance.

LIMITATION

This study has several limitations. First, the research was conducted only among employees of State-Owned Enterprise banks in Jember Regency, which limits the generalizability of the findings to other banking institutions, industries, and regions. Second, the use of proportional purposive sampling may not fully represent all characteristics of the population. Third, the study used a cross-sectional design and self-reported questionnaires, which may create common method bias and cannot fully explain changes in employee behavior over time. Fourth, the model only examined work-life balance, innovative work behavior, employee engagement, and employee performance.

Other organizational and individual factors were not included. Future studies should involve broader research locations, apply probability sampling, use longitudinal or mixed-method designs, and incorporate variables such as organizational commitment, perceived organizational support, leadership, and organizational citizenship behavior.

RESEARCH TRANSPARENCY AND ETHICS STATEMENTS

1. Author Contributions:

DAS: Conceptualization, Methodology, Data Collection, Data Analysis,

N: Writing – Original Draft, Visualization, Review and Editing

MH: Writing – Original Draft, Visualization, Review and Editing

2. Funding:

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3. Conflict of Interest:

No conflict of interest: The authors declare that they have no conflict of interest related to the research and publication of this article.

4. Research Ethics:

The study did not involve any intervention, biological specimens, vulnerable groups, or sensitive personal data. Participation was voluntary, and the confidentiality of the respondents was maintained.

5. Use of Artificial Intelligence (AI):

No use of ai. The authors declare that generative ai was not used in the preparation of this article.

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