

The Influence of Flexible Work Arrangements toward Loyalty and Innovative Work Behavior Mediated by Work-Life Balance

Iis Astriani¹,
Muafi^{2✉}
Universitas Islam Indonesia,
Indonesia^{1,2}

Correspondence
muafi@uii.ac.id

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Abstract

Uncertain situations are very vulnerable for organizations maintaining their activities. Organizations must have a strategy to maintain the availability of human resources. One of the strategies carried out by the organization is to create flexible work arrangements which are predicted to be a solution in the future to increase job satisfaction, commitment, and work-life balance and encourage employees to provide higher performance and innovation. This study used PLS (Partial Least Square) analysis tools and a sample size of 117 respondents. The results showed that flexible work arrangements affect work-life balance, loyalty, and innovative work behavior. Furthermore, work-life balance mediates the relationship of flexible work arrangements towards loyalty as well as mediates the relationship of flexible work arrangements towards innovative work behavior. This study was conducted to determine work flexibility and its relationship towards loyalty and innovative work behavior with the object of research of lecturers at Qamarul Huda Badarrudin University, Central Lombok.

Keywords: flexible work arrangements, loyalty, innovative work behavior, work-life balance

Introduction

Organizations must have related strategies to obtain and maintain the availability of human resources. One of the strategies carried out by the organization is to provide flexible work arrangements. Work flexibility is a form of variety when working so that workers do not feel bored. It should be noted that work flexibility offers convenience in planning, not reducing work time. Bjärntoft et al., (2020) mentioned that perceived flexibility (control over where, when and how to do work) is positively associated with work-life balance, and appears to buffer the impact of factors that have a negative relationship with work-life balance.

Research conducted by Ferdous et al. (2021) states that the use of work flexibility has a positive effect on employee life balance, also called work-life balance. According to Greenhaus et al. (2003), work-life balance is the extent to which employees can balance their responsibilities between work and their personal lives. In addition, supervisory management also plays an essential role in maintaining the program so that employees do not feel stressed when trying to have balanced life and work (Kossek et al., 1999). Previous research states that work-life balance is proven to positively influence employees' low desire to leave the organization (Melayansari & Bhinekawati, 2020).

Besides, work-life balance has been shown to improve performance and increase job satisfaction. (Cegarra-Leiva et al., 2012). This is supported by the findings of Stefanie et al., (2020), which states that Employees can feel work-life balance if given the opportunity to work

flexibly, this has an influence on employee loyalty. If employees continue to be supported by the company to carry out their roles flexibly, employees will feel loyal to the company because this can be an important factor for employees. Organizations or institutions need strategies in terms of mindset to inculcate innovative thinking among their employees to create more value and sustain the organization's long-term viability and success.

Innovative Work Behavior, according to J. P. J. D. Jong and Hartog (2007), is individual behavior directed at the initiation and introduction of new ideas, processes, products, or procedures that are intentional and useful in work, group, or organizational roles. Simanjuntak *et al.* (2019) also explained that the implementation of work flexibility is predicted to be a solution in the future to increase job satisfaction, commitment, and work-life balance and encourage employees to provide higher performance and innovation.

Lecturers as human resources in higher education have demands for work-life balance and innovative thinking. This is due to the moral responsibility of them as educators of the nation's future generation. Some people choose the profession as an educator because of the flexibility of working time. In addition, educators are also charged with carrying out the Tridharma of higher education, making some educators have to leave their families for the institution's benefit.

The difference or *gap* from previous research lies in the work-life balance variable, which emphasizes aspects related to organizations that still need to be researched among lecturers and researchers in the country by adding innovative work behavior variables. Previous research that has yet to be widely researched relates to the influence of work flexibility, work-life balance, employee loyalty, and innovative work behavior in the same *framework*.

Literature Review and Hypotheses

Flexibility work arrangement

Work flexibility is commonly referred as *flexible working arrangement* (FWA) (Shagvaliyeva & Yazdanifard, 2014). In particular, work flexibility has been considered as a critical factor that provides freedom and autonomy for workers to balance their duties and responsibilities outside their work. Generally, work flexibility is also considered as a work option that allows flexibility in terms of when and where the work is done. Creating comfortable working conditions will help employees work harder so that productivity and job satisfaction will reach its high level. Moreover, comfortable working conditions will also affect a person in completing work so that company goals can be adequately achieved (Abian, 2016).

Work-life balance

Parkes and Langford (2008) said that work-life balance is an individual's ability to fulfil commitments in work, family and other non-work responsibilities and activities. Fisher et al. (2009) stated that achieved balance depends on how work can improve the quality of an individual's personal life. For example, the skills that individuals acquire at work allow individuals to utilize these skills in everyday life. Through this definition, work-life balance is the balance between work and family or home life of organization members or workers. Work-life balance is provided and created by the organization through various programs and regulations for members of the organization.

Loyalty

According to Iqbal et al. (2015), employee loyalty can be defined as workers who are committed to the success of their organization and believe that working in the organization is the best option. According to Nasiri, (2015), loyalty can be defined as a feeling of belonging to the organization. With loyalty, organizational members have a sense of responsibility for the organization, so they have a stake in building and developing their organization. To build a

sense of loyalty from members of the organization, it needs an active role from the organization itself. One way that an organization can do this is by fulfilling the job satisfaction of its members. This is in line with research conducted by Adler and Adler (1988) which said that loyalty to an organization can build a sense of members dependence on their organization, a strong sense of membership, sharing responsibilities, a sense of trust in the organization, voluntary alignment and a tendency to comply with existing rules in the organization.

Innovative work behavior

Innovative work behavior is defined as the creation, introduction and application of new ideas or notions in a job, group or organization to improve the performance of the individual's, group's or organization's role (Janssen, 2000). According to J. De Jong and Den Hartog (2010), innovative work behavior is a series of work activities that are gradually carried out by workers in developing and improving effective work behavior to improve personal and business performance. According to Prayudhayanti (2014), innovative behavior is basically the ability of individuals to change how they work by adopting new procedures, practices, and work techniques in completing their tasks and jobs.

Hypothesis Formation

Aziz-Ur-Rehman and Siddiqui (2019) researched the impact of flexible working hours on work-life balance in organizations. This study reveals that flexible arrangements can be a solid view for reducing work-life conflict and increasing job satisfaction.

Maharani et al. (2020) explained that organizational members benefit from the implementation of flexible working hours in the form of giving more responsibility to control their work scheduling. The results show that the practice of flexible work arrangements does not significantly affect work-life balance. Gudep (2019) in his study determined that a flexible work system is an essential factor in fostering and facilitating a balanced work life, in line with research conducted by Silalahi et al. (2021) which stated that work-life balance is a flexible work arrangement that allows parents or non-parents to take advantage of this arrangement and get a balance from their professional and personal obligations. Rahman (2019) also stated that this study has identified that most of the independent variables, namely Flextime Schedule, Telecommuting and Job Sharing, significantly affect the dependent variable, namely Work-life Balance. Therefore, if the organization combines flexible work arrangements, employees can balance work and life, which benefiting employees.

H1: *There is a positive and significant effect of flexible work arrangements toward work-life balance.*

Research results from Basheer and Muhammad Farhan (2019) showed a strong relationship saying that flexible work arrangements are needed to increase employee loyalty and thus eliminate retention and turnover problems in the industry. Harjanto *et al.* (2023) mentioned that flexible work arrangements and a focus on employee's time off can significantly affect employee loyalty, productivity and competitive advantage. Members can own loyalty because they consider work flexibility as a form of concern from the organization for its workers. Giovanis (2019) states that there is a positive relationship between *flexible work arrangements* and employee loyalty because this can allow employees relieving stressful conditions, especially those who are travelling to work and getting caught in traffic jams. In their research, Canary et al. (2018) says that work flexibility has a positive and significant effect on the loyalty of organizational members. In contrast to research by Augustine (2020), *flexible-work-arrangement* has no impact on employee loyalty. Although the sample industry offers flexible work arrangements, it is not enough to generate employee loyalty. Based on this, this research provides a hypothesis:

H2: *There is a positive and significant effect of flexible work arrangements toward loyalty.*

Research conducted by Wahyudi Rahman et al. (2020) has provided empirical evidence that the provision of flexible working hours in the organization has a significant positive effect on the innovative work behavior of organizational members. In their research, Primandaru and Dinda Prawitasari (2022) stated that *flexible work arrangements* on innovative work behavior has a positive and significant effect. An employee with freedom at work, such as in time and place of work, will generate thoughts that encourage a person's initiative to develop his innovation at work. The freedom felt by employees can provide a sense of comfort while working and create a happy feeling. In an organization or organization, if it is getting better at managing flexible work arrangements in the workplace, employees will come up with innovative ideas and create very highly innovative work behavior. Research conducted by Qi et al. (2021) concludes that when organizations provide employees with flexible work according to employee needs, the level of innovative employee behavior is higher than when there is a mismatch. Meanwhile, research conducted by (Darmaki & Omar, 2020) also states that flexible work arrangements have a positive and significant effect on innovative employee behavior.

H3: *There is a positive and significant effect of flexible work arrangements toward innovative work behavior.*

Kabir (2019) researched the relationship between *work-life* balance, job satisfaction, and employee loyalty. In this study, researchers found a positive relationship between work-life balance and loyalty. Melayansari and Bhinekawati (2020) conducted research in the context of female employees working in a larger international environment in Jakarta; Work-life balance positively impacts employee loyalty and performance. Environments that balance work and personal life responsibilities are more likely to develop a sense of loyalty to their organization and perform better at work. In their research, Adawiyah Safirah et al. (2020) found that work-life balance has a positive relationship with employee loyalty. The research and testing results from Basem et al. (2022) mentioned that work-life balance significantly affects employee loyalty. When work-life balance practices are reduced, and work and personal demands increase, this can be one of the faster triggers of stress. So, work-life balance will result in employee loyalty at work. Larastrini and Adnyani (2019) also stated in their research that *Work-life balance* positively affects employee loyalty.

H4: *There is a positive and significant influence of work-life balance towards loyalty.*

Arifin et al. (2022) conducted research about innovative behavior in faith-based theory with a planned behavioral perspective affected by flexible work methods towards the performance of organizational members. Ali et al. (2022) also argued the same by saying that there is a direct influence between work-life balance on *innovative work behavior*. In his research, it is explained that with the growing innovation of the business world, leaders need to realize employees' intrinsic motivation, believe in their abilities, and allow them to decide freely about how to implement their work tasks. Moreover, Bansal and Agarwal (2020) found that work-life balance is significantly related to *innovative work behavior*. Wan and Liu (2020) also identified that *work-life work* culture has a significant positive correlation with innovative behavior, indicating that the higher the work-life balance of employees, the more innovative behavior they can promote in the work process supported by research. Fanconi et al. (2021) mentioned that work-life balance significantly influences employee innovation.

H5: *There is a positive and significant influence of work-life balance towards innovative work behavior.*

Research conducted by Rosyadi and Bayudhirgantara (2021) clearly shows that flexible work arrangements can positively impact employees to maintain a balance between duties in the office and obligations to the family. Individuals who have a high work-life balance will easily enjoy work while taking care of their family and they might have little intention of leaving their jobs. When work-life balance practices diminish as work and personal demands increase, this can be one of the more immediate stressors. So, work-life balance will result in employee loyalty (Hawa & Nurtjahjanti, 2018). Most employees value work flexibility as a contributor to work-life balance. This is because employees find that they can control themselves; therefore, they can plan work schedules, manage time, and balance work and family (Capnary et al., 2021). Flexible work arrangements are increasingly becoming the preferred way of achieving work-life balance in most Western countries. Interestingly, work-life balance is encouraged because of the tremendous benefits it brings to those organizations, such as increasing productivity, loyalty, and satisfaction; improving employees' morale, attitudes and behaviors; increasing flexibility, family time, leisure time and childcare rights; reducing work-life conflict and burnout; and improving emotional, physical and psychological well-being (Rosyadi and Bayudhirgantara 2021). Implementing flexible work is a factor that can positively impact *work-life balance*, job satisfaction, and employee loyalty (Stefanie et al., 2020).

H6: *There is a positive and significant effect of flexible work arrangements toward loyalty mediated by work-life balance.*

Employee innovative behavior (IWB), in turn, can be affected by the contradiction between work and life, but at the same time, can be enhanced by organizational policies on work and life. It is in the early stages of working from home; worker satisfaction is maintained because it is balanced with the fulfillment of work-life balance (Irawanto et al., 2021). In their research, Ugargol and Patrick (2018) explain the positive impact of flexible work arrangements on work engagement, hence, employees can bring up innovative work behavior. The study results explain that flexible work arrangements stimulate innovative behavior among knowledgeable employees through intrinsic motivation mechanisms. Flexible work arrangements give knowledge employees more autonomy in work practices and increase feelings of autonomy, encouraging them to be more motivated to innovate (Jiang & Khou, 2023). Work-life balance occurs when individuals can create appropriate roles at work and in the family with low levels of role conflict so that they will have a freedom to create and come up with great ideas at work. Arifin et al., (2022) stated that work-life balance has a close relationship with quality of life. It develops into an attachment to work and finally gives rise to innovative behavior accompanied by creative efforts and the relationship between work-life balance and innovative behavior (Kim and Yun, 2019). The following factors were found to be determinants of Employee Well-being as well as innovative behavior: personality traits, work-life balance, self-efficacy and demographic variables (Soni and Bakhru (2019). Organizations can implement flexible work systems and workweek reduction systems that are conducive to work-life balance, enhance employees' ability to adapt to work and life demands and improve employees' quality of life. These suggest that the higher employees' work-life balance, the more innovative behaviors they can promote in the work process (Wan and Liu, 2020).

H7: *There is a positive and significant effect of flexible work arrangements toward innovative work behavior mediated by work-life balance.*

Research Method

This study collected data from 117 respondents. The questionnaire was created using Google Forms and distributed to lecturers. The sampling technique used in this study was non-probability sampling with a purposive sampling approach. The Likert scale has a gradation of

strongly disagree with a score of 1, disagree with a score of 2, somewhat disagree with a score of 3, somewhat agree with a score of 4, agree with a score of 5, and strongly agree with a score of 6 which is used as a measuring tool in this study. The proposed hypothesis was tested using the Structural Equation Model (SEM). The statistical software is PLS.

Table 1 displays the results of descriptive statistics representing the demographic profile of respondents. Respondents were dominated by men (63.2%). Judging from the educational background, 100% was Master graduates and has been serving for more than a year. About 40.2% of respondents were lecturers at the health faculty, with most respondents occupying the functional position of expert assistant (76.9%).

Table 1. Demographics of the Respondents

Variable	Description	Total	Proportion
Gender	Male	74	63.2
	Female	43	36.8
Education	Strata 1 (S-1)	0	0
	Strata 2 (S-2)	117	100
Length of service	>1 Year	117	100
Faculty	Health	47	40.2
	Vocational and educational sciences	63	53.8
	Science and Technology	7	6
Functional position	Expert Assistant	90	76.9
	Lector	133	23.1
	Head Lector	0	0
	Professor	0	0

Results and Discussion

Validity and reliability

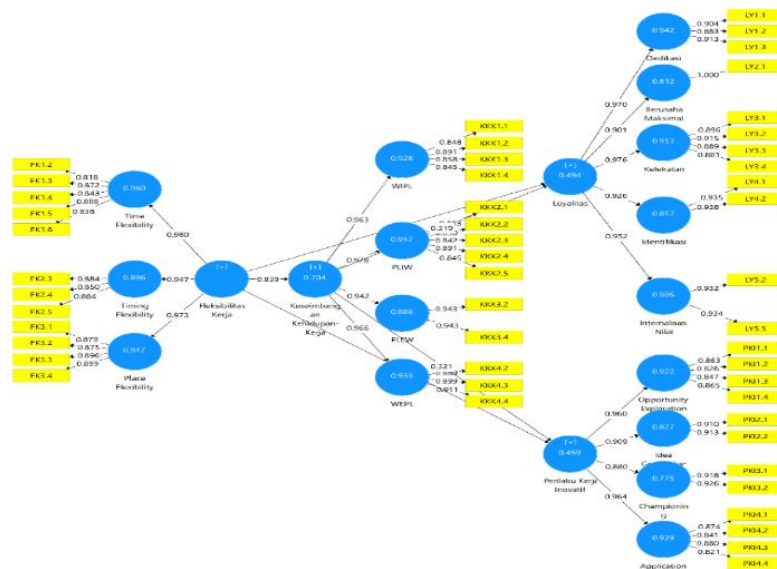
Tables 2 and 3 show the reliability and validity of the variables studied and their items. An indicator can be declared valid if its loading factor is 0.5 or 0.7. A variable is declared reliable if it has a Composite Reliability > 0.5. Based on Tables 2 and 3, it can be seen that all variables and indicators can be declared valid and reliable.

Table 2. Validity of the Variables and Items

Variables	Item	Outer Loading	Status	Variables	Item	Outer Loading	Status
Work flexibility arrangement	FK1.2	0.790	Valid	Loyalty	LY1.1	0.863	Valid
	FK1.3	0.853	Valid		LY1.2	0.882	Valid
	FK1.4	0.822	Valid		LY1.3	0.876	Valid
	FK1.5	0.887	Valid		LY2.1	0.900	Valid
	FK1.6	0.820	Valid		LY3.1	0.887	Valid
	FK2.3	0.843	Valid		LY3.2	0.878	Valid
	FK2.4	0.802	Valid		LY3.3	0.858	Valid
	FK2.5	0.834	Valid		LY3.4	0.872	Valid
	FK3.1	0.832	Valid		LY4.1	0.857	Valid
	FK3.2	0.877	Valid		LY4.2	0.876	Valid
	FK3.3	0.873	Valid		LY5.2	0.881	Valid
	FK3.4	0.870	Valid		LY5.5	0.894	Valid
Work-Life Balance	KKK1.1	0.777	Valid	Innovative Work Behavior	PKI1.1	0.829	Valid
	KKK1.2	0.816	Valid		PKI1.2	0.812	Valid
	KKK1.3	0.861	Valid		PKI1.3	0.816	Valid
	KKK1.4	0.810	Valid		PKI1.4	0.810	Valid
	KKK2.1	0.826	Valid		PKI2.1	0.821	Valid
	KKK2.2	0.835	Valid		PKI2.2	0.836	Valid
	KKK2.3	0.858	Valid		PKI3.1	0.791	Valid
	KKK2.4	0.809	Valid		PKI3.2	0.832	Valid
	KKK2.5	0.878	Valid		PKI4.1	0.812	Valid
	KKK3.2	0.851	Valid		PKI4.2	0.821	Valid
	KKK3.4	0.889	Valid		PKI4.3	0.849	Valid
	KKK4.2	0.889	Valid		PKI4.4	0.810	Valid
	KKK4.3	0.863	Valid				
	KKK4.4	0.875	Valid				
	KKK1.1	0.868	Valid				
	KKK1.2	0.816	Valid				
	KKK1.3	0.861	Valid				

Table 3. Reliability of the Variables and Items

Variable	Cronbach's Alpha	Composite Reliability	Status
Work flexibility arrangement	0.963	0.967	Reliable
Work-Life Balance	0.971	0.974	Reliable
Loyalty	0.973	0.976	Reliable
Innovative Work Behavior	0.956	0.961	Reliable

**Figure 1** Research Model After Modification

Hypothesis Testing

Table 3. Hypothesis Testing: Direct and Indirect Effects

The Effect of Each Variable	Original Sample	T Statistics (O/STDEV)	P Values	Status
H1: FWA->WLB	0,839	27,178	0,000	Accepted
H2: FWA-> LY	0,414	3,100	0,002	Accepted
H3: FWA-> IWB	0,385	3,092	0,002	Accepted
H4: WLB-> LY	0,319	2,257	0,024	Accepted
H5: WLB->IWB	0,321	2,559	0,011	Accepted
H6: MEDIATION FWA->LY	0,267	2,183	0,029	Accepted
H7: MEDIATION FWA-> IWB	0,270	2,528	0,012	Accepted

Discussion

Table 3 shows the results of testing hypotheses 1 to 6. For hypothesis 1, this is evidenced by the *p-value* or probability value of 0.000 which is smaller than 0.05 as the significance level. Hence, H0 is rejected, and H1 is accepted. The results of this study were also supported by research conducted by Aziz-Ur-Rehman and Siddiqui (2019) states that flexible work arrangements have a positive effect on employee performance and flexible work arrangements are positively and significantly correlated with work-life balance. Their findings by Aziz-Ur-Rehman and Siddiqui (2019) revealed the importance of an agency providing flexible work arrangements to maintain one's job and increase productivity. This finding was also supported by research conducted by Maharani *et al.* (2020) on 96 graduate students; the study results stated that flexible work arrangements were shown to have a significant effect on work-life balance.

This result means that this study hypothesis (H2) is accepted. This was evidenced by the *p-value* or probability value of 0.002 which was smaller than 0.05 as the significance level. The results of this study were reinforced by research conducted by Basheer *et al.* (2019), which

states that the role of flexible work arrangements in increasing employee loyalty at a proposed research institution has obtained positive and significant results. Other research conducted by Stefanie et al. (2020) showed that flexible work arrangements have a positive and significant effect on employee loyalty. This research was also supported by Giovanis (2019) who states that there is a positive causal effect of flexible work arrangements on employee loyalty. This indicates that this type of work can allow employees escaping from stressful conditions, especially when travelling to work and getting caught in traffic jams.

Flexible work arrangements have a positive and significant effect. This was evidenced by the *p-value* or probability value of 0.002, less than 0.05 as the significance level on innovative work behavior. This means that the more flexible the work arrangements perceived by the lecturers of Qamarul Huda University, Central Lombok, the higher the innovative work behavior among lecturers, and vice versa. This result means that this study hypothesis (H3) is accepted. Previous studies have found that flexible work arrangements are positively related to innovative work behavior in employees in various organizations. Research by Wahyudi Rahman et al. (2020) stated that flexible work arrangements positively and significantly affect innovative work behavior. This also happened in several previous studies, such as the research of Primandaru and Prawitasari (2022) which surveyed 120 respondents who were officials of the Ministry of Religious Affairs in Yogyakarta City during the COVID-19 pandemic was reported. This study found that flexible work arrangements significantly positively impact innovative work behavior.

The results showed that work-life balance positively and significantly influences the loyalty of lecturers at Qamarul Huda University, Central Lombok. This was evidenced by the *p-value* or probability value of 0.024 which is smaller than 0.05 as the significance level. Hence, H0 is rejected and H4 is accepted. It means that this positive influence shows the high employee perception of work-life balance, which can increase employee loyalty. The results of this study are in line with the research of Kabir (2019), which states that work-life balance has a positive and significant effect on loyalty. This research was also supported by research conducted by Melayansari & Bhinekawati (2020), which also states that work-life balance has a positive and significant effect on loyalty.

It is known that work flexibility has a positive and significant effect. This was evidenced by the *p-value* or probability value of 0.000 which is less than 0.05 as the significance level. Hence, H0 is rejected and H5 is accepted. This represents that the level of individual work-life balance is quite good; the flexibility system provides clear steps related to work-life balance so that it helps individuals to apply innovative behavior when working. This was supported by research conducted by Fatoni et al. (2021), which states that work-life balance positively and significantly influences innovative work behavior.

The research results contained in the table show that work flexibility has a significant positive indirect effect on loyalty through work-life balance. This was evidenced by the *p-value* or probability value of 0.029 which is smaller than 0.05 as the significance level. Hence, H0 is rejected and H6 is accepted. Regarding this, flexible work arrangements implemented as one of the good *work-life balance* policies can motivate and empower employees, impacting their performance. Employees respond to the implementation of a good *work-life balance* from the company by increasing their loyalty which can be seen from retention, attendance and productivity; therefore, it can be argued that *work-life balance* has a positive effect on loyalty (Hawa and Nurtjahjanti, 2020).

The results of this study indicate that work flexibility has a positive and significant effect. This was evidenced by the *p-value* or probability value of 0.012 which is smaller than 0.05 as the significance level. Hence, H0 is rejected and H7 is accepted. Regarding this, the existence of this positive influence shows that the lecturers' perceptions of work flexibility applied to the organization are high enough so that it can increase innovative work behavior for lecturers and

also have a long-term impact on work-life balance (Darmaki & Omar, 2020). Ugargol and Patrick (2018) stated that the freedom is offered by the implementation of flexible work arrangements towards work engagement, so that employees have more resources to achieve goals at work and have more control over their work. Employees need to feel connected to their work by introducing flexible work arrangements with a light workload. Work-life balance has a close relationship with quality of life. It develops into an attachment to work and eventually gives rise to innovative behavior accompanied by creative efforts and also the relationship between work-life balance and innovative behavior. (Kim and Yun, 2019). The following factors were determinants of Employee Well-being as well as innovative behavior: personality traits, work-life balance, self-efficacy and demographic variables (Soni & Bakhru, 2019).

Conclusion

The conclusion of this research are: (1) Flexible work arrangements have a positive and significant effect on work-life balance, (2) Flexible work arrangements have a positive and significant effect on loyalty, (3) Flexible work arrangements have a positive and significant effect towards innovative work behavior, (4) Work-life balance has a positive and significant effect towards innovative work behavior, (5) Work-life balance mediates the effect of flexible work arrangements on loyalty, and (6) Work-life balance mediates the effect of work flexibility on innovative work behavior.

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