

INNOVATIVE WORK BEHAVIOUR IN EMPLOYED HOMEMAKERS: THE ROLE OF WORK-FAMILY BALANCE AND RESILIENCE

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ABSTRACT

Global competition requires many employees to develop innovative work behavior, including those with double roles. The role demands of employees and homemakers put them under heavy pressure, requiring work-family balance and coherence to improve their innovative work behavior. This study aims to test the effects of work-family balance and resilience on innovative work behavior in employed homemakers. The study adopted a quantitative approach by spreading an online questionnaire to 103 already-married corporate employees. The regression analysis results show a significant influence between work-family balance and resilience in innovative work behavior, with a total effective contribution of 62.1%. However, based on the results of the stepwise test, the work-family balance only contributed 4.1%, while occupational resilience contributed to 58% of innovative work behavior.

Keywords: innovation; work-family Balance; resilience

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INTRODUCTION

The demand for innovative behavior from employees is becoming stronger recently as global competition between companies increases. Not to mention that the COVID-19 pandemic, which caused the economy to weaken in all sectors, required companies to innovate and compete even more fiercely to keep their businesses operating. The State-Owned Enterprises (SOE) Minister also expressed this sentiment, who said that the COVID-19 pandemic forced all industry players to change their business models (Febrianto, 2020). This situation demands innovative behavior from company owners or leadership and from all

employees involved in the company. This argument is supported by Etikariena's (2014) statement that companies prioritize innovation as a competency that their employees must possess.

This demand for innovation is also inevitable for employed homemakers with dual roles. According to Indriani (2016), employed homemakers play the role of both workers and homemakers. In addition to having responsibilities in the office, they are also responsible for caring for their families. As a result, Indonesia's total number of female employees is increasing. Data on the number of women employed in the workforce increased

rapidly from 6,869,357 in 1990 to 36,871,239 in 2000 (Statistics Indonesia, Workforce composition data, 1990&2000). Not only is the total number of female employees increasing, but also their achievements. This is evident in the number of female employees who occupy important positions, with the data showing that 40.03% of the professional, managerial, and technical workforce are women (KPPA & BPS, 2016a). In Indonesia, many managerial positions in state-owned enterprises (SOEs) are occupied by employed homemakers (Yuni, 2018).

It is not easy for employed homemakers to demonstrate innovative behavior. Tambunan (2009) stated that running a business while having responsibilities as a housewife disrupts women's concentration and limits the time they have to conduct innovative activities. In addition, the pressure to develop in their two roles can cause stress in employed homemakers (Akbar, 2017). Under stress, employees can find it difficult to think creatively to generate innovative behavior. This argument is in line with Hendrawan's research (2020), which states that there is a negative relationship between work stress and creativity; if an individual becomes increasingly stressed, they will become less creative.

One of the assumed factors influencing the innovative behavior of employed homemakers is work-family balance. Employed homemakers have a higher workload from managing their families and also their work environment. Akbar (2017) stated that female employees who are married and have children have more responsibilities and a higher number of roles than those who are not. This workload represents one barrier against innovative behavior (Khan, 2019). Hendrawan (2020) argues that workload, responsibility, and work demands can cause work-related stress, which correlates negatively with creativity, and ultimately, can also inhibit innovative behavior. Employed homemakers require balance in fulfilling their roles in the workplace and the household, otherwise known as work-family balance, in order to reduce their stress. This is in line with Ruswanti's theory (2013) that an imbalance between work and family can cause stress and pressure in fulfilling double roles. Therefore, work-family balance is required to reduce stress in employed homemakers in order

that their innovative behavior will not be hindered.

Another factor that is assumed to have a positive impact on innovative work behavior in employed homemakers is work resilience. Sutcliffe (2003) stated that resilient individuals can overcome difficulties following their increasing and strengthening capabilities to face future challenges. Work resilience is also believed to be one means of resolving the stress that employed homemakers experience due to the pressure. This argument is supported by Sinclair (2004), who stated that resilience is one coping strategy competency in resolving stress adaptively.

There is no research on innovative work behavior in employed homemakers. Research on innovative work behavior is mostly conducted in the context of businesswomen (Agustina, 2014). Research on innovative work behavior also focuses on women who are top corporate managers in 30 countries (Na & Shin, 2019). Research related to gender differences in the perception and evaluation of innovative work behavior has also been conducted in the general context of female employees (Luksyte, Unsworth, and Avery, 2017).

Various studies on innovative work behavior have examined organizational memory (Etikariena, 2014); transformational leadership and non-physical work environments (Nardo, 2018); leadership influence and corporate culture (Asbari, 2019); and the effect of organizational climate, transformational leadership, and self-efficacy (Aditya, 2016) as antecedent factors. To date, no research has been conducted on innovative work behavior from the perspective of work-family balance or resilience in the workplace, despite these two variables being important for employed homemakers with many jobs and responsibilities.

The research results will contribute to improving innovative work behavior, especially among employed homemakers, whose numbers have been increasing lately.

This research has theoretical implications for the development of psychology, especially industrial and organizational psychology. The potential practical implications include informing employed homemakers about the influence of work-family balance and resilience in fulfilling innovative work behavior, and

providing suggestions to corporate management to develop employees' creative work behavior.

LITERATURE REVIEW

Innovative Work Behavior

Innovative work behavior is a deliberate attempt by an individual to create a new result that is beneficial at work (Jansen, 2000). This was also stated by De Jong (2008), arguing that innovative behavior is individual behavior to introduce and realize a helpful idea, product, or process for a work role, organization, or group. Innovative work behavior covers more comprehensive concepts, not only how an individual creates new ideas (De Jong 2008). Similar sentiments were expressed by Janssen (2000), who determined 3 dimensions of innovative work behavior: idea generation, idea promotion, and idea realization. Idea generation is a process in which an individual develops a new beneficial idea. Subsequently, idea promotion is the process in which the individual seeks out partners and supporters of the ideas that they have generated. During the idea realization phase, individuals produce a prototype of the idea that they have developed and apply it in a group or organizational setting. The researchers adopt the theory developed by (Janssen, 2000), as it is in line with the research goals.

Work-Family Balance

Work-family balance is defined as an individual's ability to take responsibility for the roles socially negotiated for them in the workplace and at home (Carlson, 2009). A similar sentiment was expressed by Voydanoff (2005), stating that work-family balance is a global evaluation of whether an individual can meet the demands of work and family to effectively participate at work and in the family. Frone (2003) contended that work-family balance is a state of minimal conflict in an individual's work and family life. The researcher applies Carlson's (2009) theory, as it is in line with the research goals.

Work Resilience

Work resilience is an employee's ability to utilize resources to continue developing and adapting to their work environment, even when faced with challenging situations (Näswall,

2015). Furthermore, Näswall (2015) stated that an individual's ability to demonstrate resilience is not stable but can be developed. Resilience is the developable capability of an individual to recover from conflict, difficulty, failure, or even positive events that they experience (Luthans, 2002). Tugade (2004) expressed a similar sentiment that a resilient individual is better prepared to encounter stress caused by an ever-changing work environment. Resilient individuals are more flexible in the face of changing demands, open to new experiences, and able to maintain emotional stability when encountering difficulties. Tugade (2004) also added that resilience is a key factor in determining how individuals respond to high-pressure workplace environments.

METHODOLOGY

The research subjects were obtained through non-random purposive sampling. They included 103 employed housemakers of a company engaged in the Indonesian oil and gas sector, who were both married and occupied work positions that demanded innovative behavior. Respondents were aged between 24 and 51 years old, and the majority held a Bachelor's degree (86.4%), were married (98.1%), had two children (41.7%), and occupied positions equivalent to staff (96.1%).

The research instrument employed the survey data collection technique using a questionnaire. The scales used for measurement were the innovative work behavior scale, the work-family balance scale, and the work resilience scale. The researcher conducted a CVR validity test on the scales to be used using a validator who is an expert in the field of Industrial and Organizational Psychology and conducted a language test on three research participants to ensure that each statement provided was appropriate and understandable to the participants.

In this study, the innovative work behavior scale is a measuring tool adapted from the innovative work behavior measuring tool developed by Janssen (2000), with a reliability of 0.95. The scale consists of 3 dimensions: idea generation, idea promotion, and idea realization, with nine items, and is translated into Indonesian. Based on the study results, the innovative work behavior reliability results were equal to Cronbach's $\alpha = 0.962$. The research used

a Likert scale, where, in completing the scale, the lower the number chosen to indicate the degree of agreement (closer to 1), the more strongly the subject disagrees with the statement. Conversely, the higher the number chosen to indicate the degree of agreement (closer to 7), the more strongly the subject agrees with the statement.

In the current study, a work-family balance scale is a measuring tool adapted from the work-family balance tool developed by Carlson, Grzywacz, and Zivnuska. (2009), with 0.93 reliability. Based on the research results, the reliability of work-family balance is Cronbach's $\alpha = 0,944$. For the current research, the researchers used a Likert scale. In completing out the scale, the lower the number assigned to the degree of agreement (closer to 1), the stronger the subject disagrees with the statement. Meanwhile, in reverse, the higher the number assigned to the degree of agreement (closer to 5), the stronger the subject agrees with the statement.

In the current research, the work resilience scale was adapted from the employee resilience scale developed by Näswall, Kuntz & Malinen (2015), with 0.91 reliability. The scale has nine items and is translated into Indonesian. Based on the results, the reliability of work resilience is Cronbach's $\alpha = 0.906$. The research used a Likert scale, where, in completing the scale, the lower the number assigned to the degree of agreement (closer to 1), the stronger the subject disagrees with the statement. In reverse, the higher the number assigned to the degree of agreement (closer to 7), the stronger the subject agrees with the statement.

The research data were tested using multiple regression analysis. The research does not require a normality test, as Katz (2011) stated that if the number of respondents is more than 100, it can be assumed that the distribution is normal. A linearity test was also not conducted as part of the study, as it is rarely used in certain studies due to the model or the relationship between the independent and dependent variables being formed from theoretical studies that are generally assumed to be linear.

RESULTS AND DISCUSSION

Based on the descriptive results for innovative work behavior, the mean value is 5.957, with a standard deviation of 0.119. The mean for work-family balance is 4.591, with a standard

deviation of 0.050. A mean of 6.117 was obtained for work resilience with a standard deviation of 0.275. The descriptive data are listed in Table 1.

Table 1: Variable Descriptive Results

	Mean	Standard Deviation
Innovative work behavior	5.957	0.119
Work-family balance	4.591	0.050
Work resilience	6.117	0.275

Source: author's work.

Based on hypothesis testing using multiple regression, the result $R = 0.788$ was obtained; $R^2 = 0.621$; $p = <0.001$ ($p < 0.05$), meaning there is a significant influence between work-family balance and work resilience on innovative work behavior in employed homemakers. The effective contribution of work-family balance and work resilience was 62.1% to innovative work behavior. Regression results showed that both variables significantly affected creative work behavior. The effect of work-family balance on innovative work behavior is $t = 3,285$; $p = <0.001$ ($p < 0.05$), with an effective contribution of 4.1 %. Meanwhile, the effect of work resilience on innovative work behavior was $t = 6,493$; $p = <0.001$ ($p < 0.05$), with a practical contribution of 58%. This shows that the role of work resilience in innovative work behavior is more significant than that of work-family balance towards work creative behavior. The test results of the regression equation determined that $y = -12.127 + 1.328 x_1 + 1.174 x_2$

The study results found that work-family balance and work resilience affect innovative work behavior, where the work-family balance effectively contributed 4.1%, and work resilience contributed 58%. This shows that although both have a significant effect, work resilience plays a more substantial role than the work-family balance in improving innovative work behavior.

The work-family balance of employed homemakers has proven necessary in supporting their innovative behavior. A good work-family balance, which is a balance between conducting both roles, results in female workers having lower stress levels than employed homemakers who do not have a work-family balance. Low-

stress levels help employed homemakers carry out the first stage of the innovation process, idea generation, which requires creativity to develop new ideas (Janssen, 2000). Hendrawan, Suchayowati, and Laras (2020) stated that the lower the individual's stress level, the more creative the individual is.

Meanwhile, work resilience is more vital than the work-family balance in improving innovative work behavior. This is because the process of innovation includes idea generation. According to Janssen (2000), there is also a process of idea promotion and idea realization, full of challenges and obstacles that require work resilience.

In the *idea promotion* process, where individuals require resources such as colleagues and superiors who can support their ideas, it is possible to receive rejection and criticism. Amir (2015) stated that seeking support for statements that have been made could not be separated from challenges in the form of negative evaluations from colleagues or superiors. Furthermore, Amir (2015) explained that at every stage of innovative behavior, individuals must face some challenges to succeed in their innovative ideas. Women who innovate tend to be rejected by colleagues as their innovative ideas change the pre-existing work environment (Janssen, 2003). Innovative employees inevitably face challenges such as rejection, failure, and criticism, and women require work resilience in the process. Women who demonstrate work resilience are able to recover from existing failures, commonly called "bounce back". This is also explained by Sameer (2018) that processes of innovation that are full of challenges and failures require individuals to possess the ability to bounce back. Resilient individuals can recognize that existing challenges and problems are beneficial to self-development and are committed to solving the problems faced (Maddi, 2013).

The practical contribution of higher work resilience compared to work-family balance shows that the internal condition of the employee's work-work resilience plays a more significant role in all innovation processes. This is because the challenges of the work environment are more important than those of the family environment when carrying out the innovation process. This is because the challenges of the work environment are more important than the challenges of the family environment when

carrying out the innovation process. The influence of the individual's internal conditions in the face of the situation plays a more significant role than the environmental conditions of the individual in implementing innovation (Richtner & Sodergren, 2008). The ability to be resilient is a static concept that can improve or stagnate and absorb tensions that arise when internal and external difficulties exist (Sutcliffe, 2003). This shows that the ability to be resilient helps employees to be able to continue to struggle and continue to innovate even in conditions of external and internal difficulties. Thus, despite (external) environmental conditions affecting employed homemakers, such as work-family balance, experiencing difficulties is not a barrier for individuals to continue innovating.

The intercorrelation matrix between each variable is presented in Table 2.

Table 2: Intercorrelation Matrix

	1	2	3
1. Work-Family Balance	—		
2. Work Resilience	0,702*	—	
3. Innovative Work Behavior	0,688*	0,755*	—

*p < 0,01

According to Table 2, work-family balance is positively correlated with work resilience, so the level of work & family tasks affects the work resilience of employed housemakers. This result also assumes that redistribution of family pressure can increase work resilience and innovative work behavior. The role of work resilience as a mediator variable on the effect of work-family balance on innovative work behavior needs to be studied in further research.

In further research, the role of work-family balance and work resilience on innovative work behavior also needs to be studied and compared between employed housemakers and male employees. The resilience of employed housemakers needs to be studied and compared between the supervisor's support and the husband's assistance in the family as well.

CONCLUSION AND RECOMMENDATION

The current study examines the effect of work-family balance and resilience on innovative work behavior in employed homemakers. Based on the research results, it can be concluded that work-family balance and resilience significantly affect innovative work behavior. However, although both are influential, work resilience plays a more decisive role than the work-family balance in increasing innovative work behavior.

Further research needs to examine the role of work resilience as a mediator, compare employed housemakers and male employees, and compare between supervisor's support and husband's assistance in the family, as previously discussed. The practical implications of the current research are that it can act as a recommendation for business actors and companies to develop work resilience in order to enhance the innovative work behavior of employed homemakers through resilience training.

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