

**THE INFLUENCE OF ORGANIZATIONAL SUPPORT ON INNOVATIVE  
BEHAVIOR, MEDIATED BY WORK-LIFE BALANCE**

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**ABSTRACT**

This research is a study on coffee shop employees in Purwokerto. This research takes the title: "The Influence of Organizational Support on Innovative Behavior, Mediated by Work-Life Balance". The purpose of this study was to determine the effect of organizational support on innovative behavior, the effect of organizational support on work-life balance, the effect of work-life balance on innovative behavior, and the mediating role of work-life balance variables. The population in this study were all coffee shop employees in Purwokerto. The number of respondents taken in this study was 119 respondents. Random sampling method was used in determining respondents.

Based on the results of research and data analysis using regression analysis, shows that: (1) organizational support has a positive effect on innovative behavior, (2) organizational support has a positive effect on work-life balance, (3) work-life balance has a positive effect on innovative behavior, (4) Work-life balance acts as a mediating variable in the relationship between organizational support and innovative behavior.

The implication of the above conclusion is that in an effort to increase employee innovative behavior, coffee shops need to pay attention to the balance of work and life of employees, and provide good organizational support.

Keyword : *Innovative Behavior; Organizational Support; Work-Life Balance; Employee; Café*

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**1. Introduction**

Competition and innovation are two things that are inseparable from the business. As mentioned by Yuan et al in 2021, Innovation is essential for organizations to remain competitive, and employee innovation behavior is a key driver of organizational innovation. This is reinforced by the high level of business competition in Indonesia. Data from KPPU (Komisi Pengawas Persaingan Usaha) in 2021, states that the level of business competition in Indonesia reached 4.81 points out of 7, the highest in the last four years.

It should be underlined that innovative and creative behavior are two different things. According to Anastasia Ellenius and her team (2021), shows that creativity is related to the stage that focuses on generating original and unexpected new ideas, while innovation is

related to the implementation stage that involves effectively applying these ideas to generate added value for the organization or work environment. This shows the importance of the company's role in ensuring that innovative behavior has been instilled in employees.

An example of creative and innovative behavior is reflected in Elon Musk. One example of his creativity is when he developed the idea to make Tesla electric cars, which was an idea that was not widely used at the time. Then, he applied the concept by developing technology that can produce electric cars with excellent performance, thus successfully bringing Tesla to become one of the leading car companies in the world (Isaacson, W., 2021).

The benefits of employees' innovative behavior not only impact themselves but the company as well. In line with the statement of Mosleh et al (2021), stating that fostering a culture of innovative behavior among employees can have a positive impact on both the organization and its employees. They detailed some of the positive impacts such as increased efficiency and productivity, better products and services, enhanced competitive advantage, and creating value for customers and other stakeholders. Companies that can create a work environment that supports employee innovative behavior will be able to win the competition in the future. (Maulana, 2022).

The implementation of organizational support is an important urgency in welcoming business progress. Based on a report from Kementerian Koperasi dan UKM in 2020, as many as 98.7% of the total businesses in Indonesia are MSMEs, which make a major contribution to the national economy. With sufficient support to employees, it can improve their performance.

Organizational support can address both work-life balance and innovative behavior. Organizational support for work-life balance can take many forms, such as flexible work arrangements, telecommuting, job sharing, and paid leave for childcare responsibilities." (Kossek & Perrigino, 2021). In addition, Kalliath and Brough in 2021 added that organizational support for work-life balance can be enhanced through leadership commitment, cultural change, and communication strategies that promote the value of work-life balance for both employees and organizations. The implementation of organizational support for work-life balance has various benefits for employees, such as increasing employee well-being and job satisfaction, reducing absenteeism and turnover, and improving overall organizational performance (Allen et al., 2021).

In order to improve employees' work-life balance, organizational support is also intended to improve employees' innovative behavior. Organizational support for innovative behavior includes providing employees with resources, such as training and development opportunities, autonomy, and access to information and technology, as well as creating a culture that encourages and rewards innovation. (Shalley et al., 2020). Chen et al. in 2021 added that Organizational support for innovative behavior can be enhanced through leadership practices that emphasize the importance of innovation, supportive work environments that provide psychological safety and reduce fear of failure, and values innovative contributions.

The benefits obtained in its application will be very diverse, three of which are increasing employee productivity which comes from employee motivation to create innovative ideas (Zhang et al., 2021). Second, increasing employee satisfaction and engagement, because the support provided by the company will have this effect (Shalley et al., 2020). Finally, it increases the innovation and competitiveness of the company. This arises because of the opportunity for employees to apply their ideas (Janssen et al., 2021).

Nowadays, social life is shift to become more and more dynamic and with the development of the economy and the intensification of social competition, people's work

and life rhythm is getting faster and faster, and the rest and entertainment time are severely squeezed (Li Wan & Jiakun Liu, 2020). This demands more attention to work-life balance.

Work-life balance is essential for individuals to achieve optimal well-being and productivity (Sung-Hee Lee et al., 2021). However, many challenges arise in realizing the work-life balance of employees in a company. As mentioned by Samantha et al (2020) "A lack of control over work schedules and inflexible working arrangements can make it challenging to achieve work-life balance". Coupled with other challenges, namely work-life conflict, stress, and burn out (Johnson & Akabas (2021). This is reinforced by data that around 62% of Indonesian workers experience an imbalance between work life and personal life, leading to high stress (JobStreet, 2021).

The application of work-life balance will have a positive impact on employees. It is illustrated in the research of Bekker et al, that work-life balance improves employee well-being and health, higher work productivity, greater job satisfaction, and reduces stress and fatigue in the workplace. Another study mentioned by Zhang et al in 2021, states that improving employee psychological well-being, job satisfaction, happiness, and mental health, is a positive impact of implementing work-life balance in a company.

Research conducted by Shin and Jung in 2019, Work-life balance can enhance innovative behavior because with a balance between work and personal life, employees can have enough time and energy to develop new ideas and be more creative in completing work tasks. In addition, work-life balance can also increase motivation and job satisfaction, which can affect the level of creativity and innovative behavior of employees.

In the last decade, the development of MSMEs (Micro, Small and Medium Enterprises) in Indonesia has been very rapid. Data proves that there are around 64.5 million MSMEs spread throughout Indonesia (BPS, 2021). They absorb hundreds of workers and contribute 61.1 percent of the total gross domestic product (Kementerian Koprasi dan UMKM, 2021). One of the UMKM that contributes to this figure is coffee shops.

Coffee shops are one of the fast-growing MSMEs in Indonesia. According to CNN, by mid-2022, there will be more than 10,000 coffee shops in Indonesia. The high growth of coffee shops is also in line with the interest in working in these places. This is supported by the characteristics of coffee shops that pay attention to the needs of employees. As mentioned by Harvard Business Review in 2020, coffee shop employees with a flexible work environment, long opening hours, and adequate facilities, can help employees achieve work-life balance.

As a coffee lover, researchers often visit coffee shops in Purwokerto, thus gaining various new knowledge. First, in general, coffee shops have 3 main types of workers, baristas, chefs, and waiters. They have different tasks. However, even though they are different, the phenomenon that surrounds them is the same. Such as their flexible working hours, good organizational support, and demands for innovation.

In this study, researchers tried to examine whether there is a relationship between organizational support and employee innovative behavior, and how the role of work-life balance in it. Researchers made a sample of coffee shop employees in North Purwokerto as an object of research.

## **2. Literatur Review And Hypotesis**

### *2.1 Theoretical Review*

#### *2.1.1 Innovative Behavior*

Innovative behavior has various definitions. According to research by Shabbir et al. (2021), innovative behavior can be seen as a way for employees to improve organizational performance through the implementation of new ideas that can increase effectiveness and efficiency. Research conducted by Lam and Shi (2021) adds that innovative behavior is a place to face challenges in the organization. Meanwhile, research by Han et al. (2020) shows that it can also be defined as the ability of individuals to adapt to change in the business. A theory developed by B.F Skinner in 1953, the Stimulus-Response (S-R) Theory, states that innovative behavior is a response to a given stimulus. Skinner claims that innovative behavior is triggered by positive results from previous behavior, so individuals continue to try new things to achieve better results. In this study, researchers define innovative behavior as the ability of employees to adapt and implement new ideas that derive from stimulus in the form of intrinsic motivation and a supportive work environment, thus supporting the company in achieving its goals.

Innovative is important in a coffee shop business. The importance of implementing innovative behavior is illustrated by a theory called Social Exchange Theory (SET). This theory can explain the relationship between employees and organizations, where employees will contribute to the organization in the form of good performance in the hope of receiving comparable rewards from the organization. In addition, the urgency of implementing innovative behavior in Indonesia is also very high, due to its low implementation. According to BPS in 2018, there were only 10.9% of companies in Indonesia that innovated products and only 4.7% of companies that innovated processes.

In its application, innovative behavior has many tips. Among them is to pay attention to the work-life balance of employees with organizational support. A recent study published in the journal *International Journal of Innovation Management* in 2021 shows that work-life balance has an important role in encouraging employees to innovate. Therefore, paying attention to the balance between employees' workload and their free time with personal matters is vital. Apart from work-life balance, organizational support is also essential. A recent study published in the *International Journal of Innovation Management* in 2020 showed that employees who feel supported by the organization will be more motivated to innovate and create new ideas to improve company performance. In the following, researchers describe two variables that influence innovative behavior, namely organizational support and work-life balance.

Research on innovative behavior has several indicators, according to questionnaire developed by Ekvall and Arvonen to measure the climate for innovation in organizations, The Innovation Climate Scale (ICS), there are some sample item from the ICS, namely my organization encourages the generation of new ideas, my organization is open to new and different ways of doing things, my organization provides resources to support innovation, my organization rewards creativity and risk-taking, my organization tolerates failures as a necessary part of innovation, my organization encourages experimentation and exploration, my organization provides training to help employees develop innovative skills, my organization supports cross-functional collaboration and communication, my organization is willing to invest in new and untested ideas, my organization values

diversity of perspectives and backgrounds.

### *2.1.2 Organizational Support*

Organizational support has various definitions. First, organizational support for work-life balance is the support provided by organizations to employees in pursuing a balance between their work and personal lives. This concept includes organizational policies and practices that allow employees to have time and place flexibility at work, such as working from home or arranging a more flexible work schedule. (Allen et al., 2019). Organizational support for innovation is the support provided by the organization to employees in creating and implementing new ideas to improve organizational performance and competitiveness. This concept includes organizational policies and practices that encourage employees to innovate, such as awards for new ideas, innovation training, and research and development funds. (Yong et al., 2021). Organizational Support (OS) theory is a theory that focuses on the concept of support provided by the organization to employees. According to this theory, employees who feel supported by the organization will feel more satisfied with their work, become more loyal to the organization, and be more productive at work (Robert Eisenberger, 1986). In this study, the researcher defines organizational support as the support provided by the organization to employees in seeking a balance between work and personal life, as well as in creating and implementing new ideas.

Organizational support is important in a café shop. Some of the reasons are because organizations that pay attention to their employees' work-life balance have employees who are more productive, creative, and tend to stay in the company for a longer period of time. In addition, research also shows that organizations that provide support for employee work-life balance experience an increase in employee retention and a decrease in employee absenteeism (Kossek, Lautsch, and Eaton, 2006). In addition, the application of organizational support also has an impact on employee innovative behavior, because support from leaders, colleagues, and organizational resources can facilitate the implementation of innovation (Faye S. Taxman et al., 2020). In its implementation, café shops can pay attention to several things such as making policies that support work-life balance and innovative behavior, conducting employee training and development, creating a work environment that supports innovation, and creating reward and intensive programs (García- Sánchez, E., et al., 2021). In research involving organizational support variables, there is an indicators named The Survey of Perceived Organizational Support (SPOS). This indicator is a questionnaire developed by Eisenberger, Cummings, Armeli, and Lynch to measure employees' perceptions of the extent to which their organization values their contributions and cares about their well-being. Here are the 17 items in the SPOS: my organization really cares about my well-being, my organization values my contributions to its well-being, my organization would willingly make sacrifices to help me, my organization strongly considers my goals and values, my organization really cares about my opinions, my organization makes sure that my opinions count, my organization takes a personal interest in me, my organization cares about my general satisfaction, my organization looks out for my best interests, my organization is willing to help me with my problems, my organization goes out of its way to help me, my organization would do anything to please me, my organization cares about me as a person, my organization is willing to help me with personal problems, my organization would turn down other opportunities to help me, my organization really cares about my



feelings, my organization makes me feel like my contribution is important.

### *2.1.3 Work-Life Balance*

Work-life balance is defined as the harmony between the demands of work and personal life, enabling individuals to gain satisfaction from both aspects (Kim, Kim, & Lee, 2021). Work-life balance is defined as attaining the right balance between work needs and personal needs, so that individuals can avoid stress and improve well-being (Kutlu & Söylemez, 2021). Work-life balance is defined as a state in which individuals have sufficient and balanced time between work and personal life, so as to increase productivity and quality of life (Fitriani & Setyaningsih, 2022). A work-life balance theory developed by Paul R. Lawrence and Jay W. Lorsch in 1967, the Work-Life Balance Theory, emphasizes the importance of respecting employees' needs outside of work and paying attention to employees' flexibility in order to achieve a balance between their work and personal lives. In this study, researchers define work-life balance as achieving a balance between personal life and work employees, so that employees achieve productivity, well-being, as well as quality of life.

Work-life balance is important because of the benefits obtained. Among them are improving employee mental and physical health, increasing employee productivity, and increasing employee satisfaction. In addition, the application of work-life balance in Indonesia is still very low. According to a survey conducted by the ILO (International Labor Organization) in 2020, around 78.4% of workers in Indonesia experience an imbalance between their work and personal lives.

In its application, work-life balance can be realized if the company applies the following things. Companies provide flexibility in terms of work time and location, provide adequate leave policies, facilitate health and fitness programs for employees, and build a corporate culture that supports the balance between work and personal life of employees. In addition, companies can also pay attention to employee duties and responsibilities, develop employee mentoring and development programs, and ensure that communication between management and employees is well established (Fisher, G. G., 2022).

In research involving work-life balance variables, there is an indicator named The Work-Life Balance Scale (WLB). This is a questionnaire developed by Carlson, Kacmar, and Williams to measure the extent to which individuals perceive that they are able to balance the demands of their work and personal life. Here are the 10 items in the WLB: i am able to balance the demands of my work and personal life, my work does not interfere with my home/personal life, my home/personal life does not interfere with my work, i have enough time for the things that are important to me outside of work, i feel in control of the amount of time I spend on work and personal life, i am able to meet my family responsibilities because of my work schedule, i am able to participate in leisure activities because of my work schedule, i am able to take care of my personal needs because of my work schedule, i am satisfied with the balance between my work and personal life, overall, i feel that I have a good balance between my work and personal life.

## *2.2 Hypothesis Development*

The following are hypotheses that researchers formulate :

### *2.2.1 The Influence of Organizational Support on Innovative Behavior*

Research conducted by Ahmed in 2021 shows that organizational support

such as training and development, recognition, and innovation policies have a significant positive influence on employee innovative behavior in knowledge-based service companies. Supported by other research, it shows that organizational support such as management support, training and development, and recognition have a significant positive influence on employee innovative behavior, and workload moderates this influence (Xioguang Wang, 2021). Research by Rini in 2021 shows that job crafting can be a mediator between organizational support and employee innovative behavior. Organizational support such as recognition, training and development, and innovation policies have a significant positive influence on job crafting and innovative behavior. Research conducted in Pakistan by Javed and colleagues in 2021 states that organizational support has a positive effect on employee innovative behavior, and that work engagement and self-confidence mediate the relationship. This means that employees who feel supported by the organization and feel involved in their work tend to be more confident in performing innovative behavior. Research in the creative sector in China conducted by Sheng and colleagues in 2021 shows a similar thing, that organizations can improve the innovative performance of their employees by providing adequate support. This research provides important implications for organizational managers and leaders to provide a supportive environment for employees to generate innovative ideas. Research in Taiwan shows that organizational support has a positive and significant effect on employee innovative behavior (Lai et al, 2021).

H 1 : Organizational support has a positive influence on innovative behavior.

### *2.2.2 The Influence of Organizational Support on Work Life Balance*

Research conducted by Farheen Asif in 2021, shows that good organizational support, such as leave policies and work flexibility, has a significant positive influence on the work-life balance of public sector employees. Research conducted by Gul, H.S. in 2022 also shows a similar thing. Whereas strong organizational support, such as work flexibility policies and management support, can help improve employee work-life balance in the health sector during the COVID-19 pandemic. Research in India by Nidhi in 2021 shows that organizations that provide good support and pay attention to employee needs can contribute to a better work-life balance. Research in Korea states the same thing, that good organizational support can improve employee work-life balance (Kim et al, 2021). Research conducted by Chen and Liu in 2021 mentioned something similar, that organizational support has a significant positive effect on employee work-life balance. In addition, perceived organizational support, work- family conflict, and psychological capital were found to be mediating factors that influence the relationship between organizational support and work-life balance. Research in the Banking Sector in Pakistan states that organizational support has a positive and significant influence on work-life balance. In addition, these results also show that gender and education level moderate the relationship between organizational support and work-life balance (Khilji et al., 2021).

H 2 : Organizational support has a positive influence on work-life balance.

### *2.2.3 The Influence of Work-Life Balance on Innovative Behavior*

Research conducted by Li Wan and Jiakun Liu (2020) suggests that work-life balance has a positive influence on innovative behavior. In addition, it is stated that the three factors of work-life balance are work- family balance, work-vacation balance, and work-growth balance. Furthermore, research conducted by Suleiman, J. B. et al (2021) concluded that work-life balance, with two factors; flexibility and workplace, has a positive influence on innovative behavior. Research conducted by

Kim, T. Y., and Lee, D.R (2020), states the results that work-life balance has a positive effect on innovative behavior through the mediator psychological safety. Furthermore, research conducted by Wang, Y., and Chen, Y. (2020), concluded that work-life balance has a direct influence on innovative behavior. Research conducted by Kekana and Chauke (2021), shows that work-life balance has a positive effect on innovative behavior. This study found that employees of manufacturing companies in South Africa who have a good work-life balance tend to be more innovative at work. Research conducted by Al-Abdali (2022), shows that work-life balance has a positive effect on innovative behavior through the mediator employee engagement.

H 3 : Work-life balance has a positive influence on innovative behavior.

### *2.2.3 The Influence of Organizational Support on Innovative Behavior , Mediated by Work-Life Balance*

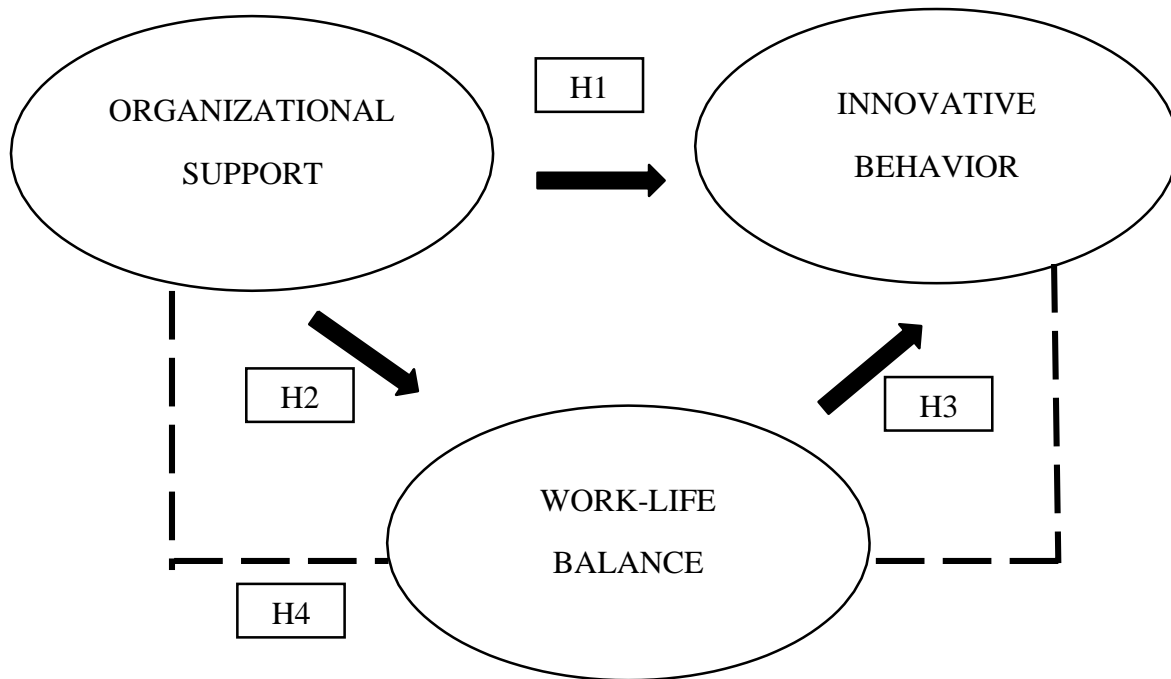
Research in the information technology sector in India by Marimuthu and Islam in 2021, shows that organizational support has a positive effect on work-life balance and employee innovative behavior. In addition, work- life balance mediates the relationship between organizational support and innovative behavior. In addition, support from research in the manufacturing industry in China, states that organizational support has a positive effect on work-life balance, which in turn increases employee innovative behavior. In addition, work-life balance mediates the relationship between organizational support and innovative behavior (Bao, 2021). Research by Ren and Li in manufacturing companies in China in 2021 also mentioned similar results, that employees who feel supported by their organization and have a good work-life balance tend to be more innovative in their work. Research conducted by Lee et al in 2020 in the service sector in South Korea stated that organizational support has a positive effect on work-life balance and employee innovative behavior. In addition, work-life balance mediates the relationship between organizational support and innovative behavior. These findings suggest that organizations need to provide sufficient support to employees in facilitating a good work-life balance and enhancing their innovative behavior. Research conducted in service companies in Malaysia found the same thing, namely the importance of companies to provide support and facilitate a good work- life balance for employees in increasing their innovative behavior (Loh et al., 2020). Research conducted by Ghani et al in 2020 in Pakistan states that organizational support and work-life balance have a positive effect on employee innovative behavior. In addition, work-life balance also mediates the relationship between organizational support and employee innovative behavior.

H 4 : Work-life balance mediated the influence of organizational support on innovative behavior

### *2.3 Research Model*

Based on the formulation of the hypothesis, literature review, and the description above, the research model can be formulated as follow





### 3. Research Methodology

#### 3.1 Research Design

In completing this study, researchers used a quantitative approach. This means that the data collected is data derived from questionnaires, then analyzed into numerical data. Questionnaire data comes from respondents of coffee shop employees in North Purwokerto. The purpose of using a quantitative approach is so that researchers can analyze phenomena in the field more accurately.

#### 3.2 Sampling

The Slovin method is one of the random sampling methods in statistical research (Sinaga, M., 2022). The population to be used is employees who work at coffee shops in North Purwokerto.

The formula of the Slovin Method is as follows:  $n = N / (1 + N * e^2)$ , description:

n : Number of samples

required N : Total population

e : Permissible error rate

#### 3.3 Measurement of The Research Variables

##### 3.3.1 Innovative Behavior

In examining employee innovative behavior, researchers used the Innovation Climate Scale (ICS), a questionnaire developed by Ekvall and Arvonen (1991). In Judith Velthuis, Marcel Veenswijk, Marianne van Woerkom, and Pascale Peters' study, "Transformational leadership and innovative work behavior: exploring the relevance of gender differences," the ICS scale was used to measure the climate of innovation in the workplace. The results showed that the scale was valid and reliable, with an alpha reliability value of 0.83

##### 3.3.2 Organizational Support

In this study, researchers will use The Survey of Perceived Organizational

Support (SPOS) developed by Eisenberger, Cummings, Armeli, and Lynch in 1997. This questionnaire consists of 18 questions that measure employees' perceptions of the organizational support they receive.

One of the most recent studies using The Survey of Perceived Organizational Support (SPOS) is "Impact of Perceived Organizational Support on Turnover Intention and Job Performance: A Study of Private Health Care Organizations in Jordan" by Al-Damen (2021). This study used the original version of the SPOS developed by Eisenberger, Huntington, Hutchison, & Sowa (1986). The validity of the SPOS in this study was tested using reliability analysis and the Cronbach alpha obtained was 0.91, indicating that the SPOS has good validity in measuring perceived organizational support in employees.

### *3.3.3 Work Life Balance*

In examining work-life balance, researchers will use a questionnaire by Carlson, Kacmar, & Williams in 2000, namely the Work-Life Balance Scale (WLB). A study using the Work-Life Balance (WLB) scale is "Examining the relationship between work-life balance and employee engagement: A study among private sector employees in Malaysia" by Ramayah, Amran, & Ahmad (2021). This research was conducted in the private sector in Malaysia using a questionnaire to measure the level of employee work-life balance and the level of employee engagement. This study shows that the WLB scale used in this study has good validity and reliability with Cronbach's alpha of 0.86.

### *3.4 Conceptual and Operational Definition of Variables*

The independent variable in this study is innovative behavior. The dependent variable in this study is organizational support. Other types of variables such as mediating variables are also present in this study, namely work-life balance. According to Johnson and Christensen (2017), a conceptual definition is "an abstract understanding of a concept or variable measured in research, which involves an operational definition as a concrete measurement of the concept". Meanwhile, the operational definition is the process of turning abstract variables and concepts into something that can be measured and observed (Cooper and Schindler, 2017).

Table 1. Conceptual and Operational Definition of Variables

<b>Variable</b>	<b>Definition Of Concept</b>	<b>Operational Definition</b>	<b>Indicators</b>
Innovative Behavior	According to research by Shabbir et al. (2021), innovative behavior can be seen as a way for employees to improve organizational performance through the implementation of new ideas that can increase effectiveness and efficiency.	Innovative behavior as the ability of employees to adapt and implement new ideas that derive from stimulus in the form of intrinsic motivation and a supportive work environment, thus supporting the company in achieving its goals.	<ol style="list-style-type: none"> <li>1. My organization encourages the generation of new ideas.</li> <li>2. My organization is open to new and different ways of doing things.</li> <li>3. My organization provides resources to support innovation.</li> <li>4. My organization rewards creativity and risk-taking</li> <li>5. My organization tolerates failures as a necessary part of innovation.</li> <li>6. My organization encourages experimentation and exploration.</li> <li>7. My organization provides training to help employees develop innovative skills.</li> <li>8. My organization supports cross-functional collaboration and communication.</li> <li>9. My organization is willing to invest in new and untested ideas.</li> <li>10. My organization values diversity of perspectives and backgrounds.</li> </ol>

<p>Organizational Support</p>	<p>Organizational support for work-life balance is the support provided by organizations to employees in pursuing a balance between their work and personal lives. This concept Includes Organizational policies and practices that allow employees to have time and place flexibility at work, such as working from home or arranging a more flexible work schedule. (Allen et al.2019). Organizational support for innovation is the support provided by the organization to employees in creating and Implementing new ideas to improve organizational performance and competitiveness. This concept includes organizatio</p>	<p>Organizational Support as the support provided by the organization to employees in seeking a balance between work and personal life, as well as in creating and implementing new ideas.</p>	<ol style="list-style-type: none"> <li>1. My organization really cares about my well-being.</li> <li>2. My organization values my contribution to its well-being.</li> <li>3. My organization would willingly make sacrifices to help me.</li> <li>4. My organization strongly considers my goals and values.</li> <li>5. My organization really cares about my opinion.</li> <li>6. My organization makes sure that my opinion count.</li> <li>7. My organization takes a personal interest in me.</li> <li>8. My organization cares about my general satisfaction.</li> <li>9. My organization looks out for my best interest.</li> <li>10. My organization is willing to help my problems.</li> <li>11. My organization goes out of its way to help me.</li> <li>12. My organization would do anything to please me.</li> <li>13. My organization cares about me as person.</li> <li>14. My organization is willing to help me with personal problems.</li> <li>15. My organization would turn down other opportunities to help me.</li> <li>16. My organization</li> </ol>
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	<p>nal policies and practices that encourage employees to innovate, such as awards for new ideas, innovation training, and research and Development funds.</p>		<p>really cares about my feelings. 17. My organization makes me feel like my contribution is important.</p>
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<p>Work-Life Balance</p>	<p>Work-Life balance is defined as the harmony between the demands of work and personal life, enabling individuals to gain satisfaction from both aspects (Kim &amp; Lee, 2021)</p>	<p>Work-life balance As achieving a Balance between personal life and work employees achieve productivity, well-being, as well as quality of life.</p>	<ol style="list-style-type: none"> <li>1. I am able to balance the demands of my work and personal life</li> <li>2. My work does not interfere with my home/personal life</li> <li>3. Myhome/personal life does not interfere with my work</li> <li>4. I have enough time for the things that are important to me outside of work</li> <li>5. I feel in control of the amount of time I spend on work and personal life</li> <li>6. I am able to meet my family responsibilities because of my work schedule</li> <li>7. I am able to participate in leisure activities because of my work schedule</li> <li>8. I am able to take care of my personal needs because of my work schedule</li> <li>9. I am satisfied with the balance between my work and personal life</li> <li>10. Overall, i feel that I have a good balance between my work and personal life.</li> </ol>
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### 3.5 Analysis Technique

#### 3.5.1 Validity Test

According to Sutrisna (2019), the validity test is a statistical technique or method used to assess the extent to which an instrument or measurement method can measure or validate what should be measured or can be used for its intended purpose. In the context of research, the validity test aims to ensure that the measurement instruments used can produce valid data or truly represent the constructs or variables to be measured.

Sutrisna added that the validity test can be done in various ways, such as content validity test, construct validity test, and criterion validity test. Each type of validity test has different objectives and techniques. For example, the content validity test aims to evaluate whether the measurement instrument covers all relevant aspects of the construct or variable to be measured, while the construct validity test aims to evaluate the extent to which the measurement instrument can represent the construct or variable to be measured as a whole.

### 3.5.2 Reliability Test

Reliability test is a statistical technique used to measure how consistent and reliable an instrument or measurement method is in producing the same data or information if repeated at different times and in similar situations. Reliability tests are useful in research to ensure that the data obtained is reliable and valid (Suardana, 2018).

### 3.5.3 Classical Assumption

#### 3.5.3.1 Normality Test

According to the book *Statistics for Research*, it is stated that the normality test is a statistical technique used to evaluate whether a variable is normally distributed or not. A normal distribution is a symmetrical and bell-shaped distribution. The normality test can help in determining the type of statistical analysis that can be used for the data being analyzed (Sugiyono, 2019).

#### 3.5.3.2 Heteroscedasticity Test

In the book *Statistical Methods* by I Wayan Suardana in 2019, the heteroscedasticity test is a statistical test used to evaluate whether there is inhomogeneity of variance or heteroscedasticity in the data. Heteroscedasticity occurs when the variance of a random variable is not constant or varies with each observation value.

### 3.5.4 Mediation Regression with Causal Step Method

According to Tabachnick & Fidell in 2019, regression analysis is a statistical method for modeling the relationship between a dependent variable and one or more independent variables. The goal is to find a line of best fit through the data, which can then be used to make predictions or to understand the nature of the relationship between the variables. In addition, regression analysis can also be used to make predictions about the values of one variable based on the values of another variable (Field, 2018, p. 139).

$$Y = a_3 + bM +$$

$c'X_e$  Where:

Y = dependent

variable M =

mediator variable

$X_e$  = independent variable

$a_3$  = constant (intercept), which is the value of Y when all other variables are zero.

b = coefficient which describes the effect of the mediator variable (M) on the dependent variable (Y).

$c'X_e$  = interaction term between the independent variable (X) and the coefficient (c') which describes the effect of the independent variable (X) on the dependent

variable  
(Y) by considering the mediator (M).

#### **4. RESULTS**

##### *4.1 Overview of Respondents*

Respondents in this study were coffee shop employees consisting of baristas, chefs, and waiters in Purwokerto. The results of this study were obtained from respondents' answers to surveys conducted by researchers through Google Form in May-June 2023. The number of respondents taken was 119 people spread across all coffee shops in Purwokerto. The questionnaire was distributed by researchers through various social media platforms such as WhatsApp and Instagram, as well as direct visits to coffee shops.

##### *4.2 Characteristics of Respondents Based on Gender*

Researchers in this study grouped respondents based on their gender. This aims to find out how large the ratio of male and female respondents is. The characteristics of respondents based on gender in this study can be seen in the table below:

Table 2. Respondents by Gender

<b>Gender</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Male	64	53,8%
Female	55	46,2%

Table 2 above shows that the gender of respondents working in coffee shops is almost the same, but dominated by men with a percentage of 53.8%, while women only have a percentage of 46.2%.

##### *4.3 Characteristics of Respondents Based on Position in Coffee Shop*

Researchers in this study grouped respondents based on their position in the job. This aims to find out how much the ratio of respondents who have responsibilities as baristas, chefs, waiters, and others. The characteristics of respondents based on their position in work in this study can be seen in the table below

Table 3. Respondents Based on Position in Job

<b>Position</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Barista	63	52,9%
Chef	33	27,7%
Waiters	21	17,6%
Etc.	2	1,7%

Table 3 above shows that the most dominating position in the respondent's job is as a Barista with a percentage of 52.9%. In contrast to others which only amounted to 1.7%. The 2nd and 3rd positions are occupied by Chefs and Waiters with a percentage of 27.7% and 17.6% respectively.

#### 4.4 Description of Respondents Answers

Respondents' answers in this study were obtained and classified using a Likert scale, namely strongly agree (SS) which is rated 5, agree (S) which is rated 4, neutral (N) which is rated 3, disagree (TS) which is rated 2, and strongly disagree (STS) which is rated 1.

##### 4.4.1 Normality

Table 4. Classical Assumption Test Normality with One-Sample Kolmogorov-Sminov Test

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Standardized Residual is normal with mean -0.00000 and standard deviation 0.991.	One-Sample Kolmogorov-Smirnov Test	.000 <sup>1</sup>	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

<sup>1</sup>Lilliefors Corrected

From the table above, it can be seen that the null hypothesis states that the standardized residuals are normal, with an average of -0,00000 and a standard deviation of 0.991. The table also states that the significance is 0.000 and smaller than Alpha, which is 0.050. From this statement, it can be concluded that there is a difference or it is not normal. The abnormal results of the classic normality assumption test can occur because the data used is quite a lot, namely 119 respondents.

##### 4.4.2 Validity

The results of the validity test in this study are seen from the significance of each item. If the result of the significance of an item is more than alpha, which is 0.05, then the item can be used in a study. The following are the results of the significance of each item of the three variables:

Table 5. Classical Assumption Test Validity Test Innovative Behavior

Item	Significance
IB 1	0,000
IB 2	0,000
IB 3	0,000
IB 4	0,000
IB 5	0,000
IB 6	0,000
IB 7	0,000

IB 8	0,000
IB 9	0,000
IB 10	0,000

Based on the validity test results above, the 10 items of the organizational support variable are valid to measure. Because, the significance is smaller than alpha, which is 0.050.

Table 6. Classical Assumption Test Validity Test Organizational Support

<b>Item</b>	<b>Significance</b>
OZ 1	0,000
OZ 2	0,000
OZ 3	0,000
OZ 4	0,000
OZ 5	0,000
OZ 6	0,000
OZ 7	0,000
OZ 8	0,000
OZ 9	0,000
OZ 10	0,000
OZ 11	0,000
OZ 12	0,000
OZ 13	0,000
OZ 14	0,000
OZ 15	0,000
OZ 16	0,000



OZ 17	0,000
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Based on the validity test results above, the 17 items of the innovative behavior variable are valid to measure. Because, the significance is smaller than alpha, which is 0.050.

Table 7. Classical Assumption Test Validity Test Work-Life Balance

Item	Significance
WLB 1	0,000
WLB 2	0,000
WLB 3	0,000
WLB 4	0,000
WLB 5	0,000
WLB 6	0,000
WLB 7	0,000
WLB 8	0,000
WLB 9	0,000
WLB 10	0,000

Based on the validity test results above, the 10 items of the work-life balance variable are valid to measure. Because, the significance is smaller than alpha, which is 0.050.

#### 4.4.3 Reliability

**Table 8. Reliability Test for Innovative Behavior**

Reliability Statistics	Work-Life Balance
<b>Cronbach Alpha</b>	<b>N of Items</b>
.933	10

Based on the data above, Cronbach alpha from the innovative behavior variable reliability test is 0.933. This means that the reliability is very high. Because, an item from a variable can be considered high reliability, if it has a Cronbach alpha of 0.800 - 1.000. These results are also supported by research by Judith Velthuis et al with a Cronbach alpha of 0.83.

**Tabel 9. Reliability Test for Organizational Support**

Reliability Statistics Organizational Support	
Cronbach Alpha	N of Items
.962	17

Based on the data above, Cronbach alpha from the innovative behavior variable reliability test is 0.962. This means that the reliability is very high. Because, an item from a variable can be considered high reliability, if it has a Cronbach alpha of 0.800 - 1.000. These results are also supported by Al-Damen's research in 2021 with a Cronbach alpha of 0.910.

**Tabel 10. Reliability Test for Work-Life Balance**

Reliability Statistics Work-Life Balance	
Cronbach Alpha	N of Items
.933	10

Based on the data above, Cronbach alpha from the innovative behavior variable reliability test is 0.933. This means that the reliability is very high. Because, an item from a variable can be considered high reliability, if it has a Cronbach alpha of 0.800 - 1.000. These results are also supported by research by Ramayah et al in 2021 with a Cronbach alpha of 0.860.

#### 4.4.4 Non-Heteroskedastisitas

Heteroscedasticity test is a statistical test used to test whether the residual variance in a linear regression model changes significantly with changes in independent values (Stock & Watson, 2021).

**Table 11. Classical Assumption Test of Non Heteroscedasticity**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.575	2.649		2.860	.005
	OS	.036	.035	.101	1.014	.313
	WLB	-.174	.063	-.275	-2.763	.007

a. Dependent Variable: Abres

The significance of the Organizational Support variable is 0.313, greater than Alpha, which is 0.050. Therefore, it is not significant and fulfills the

classic assumption of non-heteroscedasticity. In addition, the significance of the work- life balance variable is 0.007, greater than Alpha. Therefore, it is not significant and fulfills the classic assumption of non-heteroscedasticity.

4.5 Mediation Regression

Mediation regression test is a statistical method used to test whether there is a mediating effect between the independent variable and the dependent variable through the mediator variable. The mediation effect occurs when the mediator variable partially or fully explains the relationship between the independent variable and the dependent variable (Hayes, 2018).

In the mediation regression test, the relationship between the independent variable and the dependent variable is tested first (direct regression test), then the relationship between the independent variable and the mediator variable is tested (mediator regression test), and finally, the relationship between the mediator variable and the dependent variable is tested (direct regression test). If the mediation effect proves significant, it indicates that the mediator variable plays an important role in explaining the relationship between the independent variable and the dependent variable.

Discussion

4.5.1 Effect of Independent Variables (Organizational Support) on Dependent Variables (Innovative Behavior)

Table 12. Mediation Regression Test of the Effect of the Independent Variable on the Dependent Variable

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.458	3.200		7.642	.000
	OS	.235	.047	.419	4.995	.000

a. Dependent Variable: IB

The c value or the value of the effect of organizational support variables on innovative behavior is 0.235 with a significance of 0.000, so the relationship between organizational support and innovative behavior is significant. Therefore, it can be continued to the next stage.

4.5.2 Mediation Regression for the Effect of Independent Variables (Organizational Support) on Mediation Variables (Work-Life Balance).

Table 4.12 Mediation Regression Test of the Effect of Independent Variables on Mediating Variables

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.020	3.195		7.518	.000
	OS	.241	.047	.429	5.139	.000

a. Dependent Variable: WLB

The value of a or the value of the independent variable (organizational support) on the variable hypothesized as the mediating variable (work-life balance) is 0.241, with a standard error of 0.47. While the significance is 0.000. Based on these results, the relationship between organizational support and the mediating variable is significant.

**4.5.3 Mediation Regression for the Effect of Work-Life Balance on Innovative Behavior**

**Table 4.13 Mediation Regression Test of the Effect of Independent Variables and Mediating Variables on Dependent Variables**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.112	3.534		3.993	.000
	OS	.131	.047	.234	2.774	.006
	WLB	.431	.084	.432	5.130	.000

a. Dependent Variable: IB

The b value or the value of the relationship between organizational support on innovative behavior, with work-life balance as a mediating variable is 0.431, with an SB / Standard Error value of 0.84. While the significance value is 0.000. Based on these results, it can be concluded that work-life balance mediates the influence between organizational support on innovative behavior.

**5. DISCUSSION**

**5.1 Effect of Organizational Support on Innovative Behavior**

Based on data obtained by researchers in the field, 58% of respondents agree that the café where they work ensures that their opinions are considered important. The café will give employees the freedom to innovate and suggest the results of these innovations to their supervisors. After that, the supervisor will realize the innovation into a new menu. In addition, 59.7% of café employees agree that the café where they work cares about their general satisfaction. Thus, this satisfaction encourages them to focus more on work and create new ideas. Finally, 58.8% of employees agree that the café where they work highly values their contributions. This fulfills their need for achievement, thus increasing their motivation to keep innovating. This is supported by Dani's research in 2017, stating that the owner's support has given respect to employee creativity, they are allowed to solve the same problem in different ways, the company is very open and responsive to change. Judging from the results of multiple linear regression analysis, the t count is 3.595 and the significance test is 0.001.

**5.2 Effect of Organizational Support on Work-Life Balance**

Based on research data obtained in the field, 55.5% of respondents agreed that the café where they work protects their best interests. One respondent with the initials ATC emphasized that as a student, the respondent must divide his time with college. As a form of support, the café provides relief to exchange shifts with other

employees, if there is an urgent need on campus. This is proof that the café is very concerned about the interests of employees and provides time flexibility. The café's concern for employee flexibility is also supported by other data. As many as 55.5% of respondents agreed that the café where they work cares about them as individuals. This concern is reflected in the café's attention to working time and activities outside of work for employees.

This is supported by research by Ayushi et al in 2017, that one of the driving factors of employee work-life balance is organizational support. They mentioned that Organization plays an important role in initiating work-life balance policies for its employees. If the organization emphasizes on proper work-life balance policies, it can lead to better performance and employee satisfaction. In addition, research from Aditi and Narsingh in 2015, stated that "it can be seen that there exists a positive correlation ( $r = .61, p < .01$ ) between Perceived Organizational Support (POS) and Work Life Balance (WLB)".

### *5.3 The Effect of Work-Life Balance on Innovative Behavior*

Based on research data obtained in the field, 55% of respondents agree that their work does not interfere with their personal life. Other data also supports that as many as 59.7% of respondents agree that their personal life does not interfere with work. Based on these two data, the respondents have enough time for work life, as well as personal life. Therefore, respondents have plenty of time to think of new ideas. In addition, 71.4% of respondents feel that they have control over the time spent on work and personal life. Because they have control over their work and personal life, respondents do not feel constrained. Thus, the satisfaction of that control allows them to contribute fully to their work, especially in terms of innovation.

This is supported by research by Hazem Ali et al in 2022, concluding that work-life balance plays a partial mediating role between Innovative Work Behavior. Through mediation analysis, they found that the relationship between work life balance and innovative work behavior is positive, with a Beta of 0.382 and a Significance of 0.001.

### *5.4 Effect of Organizational Support on Innovative Behavior, mediated by Work-Life Balance*

Based on research data obtained in the field, 55.5% of respondents agree that the café where they work protects their best interests. The café not only respects the interests of employees related to work life, but also respects their personal lives. Other data shows that 71.4% of respondents have control over the time spent on work and personal life. Because they have control over their work and personal life, respondents do not feel constrained. Finally, 50.4% of employees agree and 29.4% of employees strongly agree that the café where they work provides training to help employees develop innovative skills. This is an opportunity for them to practice realizing new ideas. Based on these three data, it can be interpreted that the café is very concerned about employee interests, especially regarding time for work life and time for personal life. Because the café cares about the interests of employees, they have a balanced time between work life and personal life. With enough support and a good balance of time, they can focus more on work, including creating new ideas.

## **6 CONCLUSION**

### *6.1 Conclusions*

Based on the results of the above research, the researcher draws conclusions,



namely:

- 6.1.1 Organizational support has a positive influence on innovative behavior of coffee shop employees in Purwokerto.
- 6.1.2 Organizational support has a positive influence on the work-life balance of coffee shop employees in Purwokerto.
- 6.1.3 Work-life balance has a positive influence on the innovative behavior of coffee shop employees in Purwokerto.
- 6.1.4 Work-life balance partially mediates the influence of organizational support on innovative behavior.

#### 6.2 Suggestions

Based on the results of the above research, the authors have several suggestions, namely:

- 6.2.1 Cafes need to maintain and increase support in the form of time, facilities, salaries, and moral support for employees.
- 6.2.2 Cafes need to maintain and increase employee work flexibility.
- 6.2.3 Cafes need to maintain and improve innovation support for employees, in the form of tools, appreciation, and moral support.
- 6.2.4 The government needs to pay attention to the synchronization between the working hours of coffee shop employees in Purwokerto with applicable regulations.

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