

Work-life Conflict and Innovative Behavior Examination in Telecommuting Era Perspective

Dimas Dwi Utama¹, Budi Widjaja Soetjipto²
{dimasd.utama@gmail.com¹, bsoetjipto@gmail.com²}

Universitas Indonesia, Indonesia^{1,2}

Abstract. The innovation climate is influence by leadership, the organizational environment, and the individuals who are its members. Thus, employee's innovative behavior becomes the company's valuable capital to remain superior and difficult to imitate. Previous studies about innovative behavior discover psychological capital's positive influence on innovative actions. The health protocol adoption changes work arrangements and patterns since it limits the physical interactions between individuals and groups. Work patterns are changing using virtual communication and prioritizing telecommuting to limit employee commuting. Furthermore, it increases work-life interference, switches many boundaries, and creating tensions between the work-life domain. This condition requires a company's ability to build a positive organizational environment psychologically becomes essential to trigger employees' intrinsic motivation for innovation. However, the research conducted so far carries out in the era before the health protocol implementation related to the Covid-19 pandemic, when employees could typically interact in a face-to-face situation at that time. Therefore, the output of this work-setting shifting and restriction on physical interaction situation on innovative employee behavior requires further research. Through quantitative data collection, it intends to bridge the knowledge gap on how work-life conflict affects innovative behavior in different work settings. This research was based on a survey process of over 200 employees who have engaged in telecommuting activities since the health protocol implementation. It discovered that work-life conflict did not significantly affect innovative behavior directly but with psychological capital mediation. The research managerial implication is to provide empirical evidence to the company to identify, use, and optimize the psychological capital level as a tool to maintain a climate of creativity and innovative behavior amid the changes that occur.

Keywords: Innovative Behaviour, Psychological Capital, Work-Life Conflict, Telecommuting, Covid-19

1 Introduction

Innovation is an essential determinant for a company to compete, sustain and develop its organization in this era. Uniqueness and differentiation are becoming essential to meet the challenges of a competitive and globalized 21st century [1]. Innovation is one of the crucial key success factors, and an organization may succeed by facilitating innovative behavior at work. Innovative behavior is becoming more strategic to be well managed, despite all of the challenges.

Innovative behavior is a construct related to employees' characteristics within specifically undertaken forms of activity. It refers to a set of activities aiming at recognizing problems and

the initiation and intentional introduction of new and valuable ideas and a set of behaviors. The adoption of innovative behavior requires traits which generates intrinsic motivation and positivity. Therefore, psychological capital would be a vital characteristic for meeting some of the behavioral requirements of adopting innovative work behavior [2]. Psychological capital is an individual positive mental condition identified through optimism, self-efficacy, optimism, and hope [3].

Transformational change can sometimes create conflict. Personal or individual resources affect their perceptions and reactions toward abuse; it plays a vital role in enabling employees to become flexible and adaptive to resource-draining circumstances [4]. Innovative behavior among employees becoming essential in developing innovation and competitive advantage within organizations, which includes the sufficient knowledge of the leaders in supporting innovation climate creations and promoting innovative behavior flourishing. Furthermore, the critical challenge to support innovation and creativity is creating supportive organizational climates of innovation in many aspects, including those linked to behavior such as leadership, people, climate, culture, and structures [5].

The Covid-19 pandemic is one of the most significant transformational changes in this decade. It changes human ways of life, including working habits. This pandemic promotes specific work methods that promote less physical interaction among employees, such as telecommuting or other remote working types. These new ways of working boost work-life conflict stress to a higher level than before [4].

Work-life conflict is a part of work-family conflict and merely an extension. While work-family conflict reflects how the work role interferes with family domains, work-life conflict reflects that the work role may also interfere with individuals' other personal life roles and interests. Every investment made in a role domain (e.g., work) by an employee in time and energy will likely impact the other role domains (e.g., family). It will create certain expectations that these investments work out effectively, which can vary in different ranges from the availability of time and energy for friends, exercise, military service, education, having time for self, and recovery [6].

Previous studies identified that communication and information exchange focused on team learning and cohesion are critical aspects of innovation behavior in transformational leadership [7]. High work-life conflict levels might have negative consequences that consumed employees' coping ability. The high-stress level (at the work-life interface) might reduce innovative behavior at work [8]. Other studies also emphasized that organizational climate has an essential role in idea generation practice and psychological capital [9]. In conclusion, there is a research gap between work-life conflict, psychological capital, and innovative behavior in telecommuting conditions regarding how different work settings will influence employees' work-life conflict level and innovative behavior. The research was conducted in an Indonesian national general insurance company, and the aims of this research are display with the following research question:

- RQ1: Investigating to what extent Work-life conflict influence innovative behavior level during telecommuting
- RQ2: Investigating to what extent psychological capital influences innovative behavior level during telecommuting?
- RQ3: Investigating to what extent psychological capital mediating work-life conflict affects innovative behavior level during telecommuting?

2 Theoretical Background

2.1 Work-life Conflict

Work-life conflict can be described as an extension of work-family conflict. Instead, there are assumptions that individuals would be involved in many other life domains than just those of family and work. Furthermore, individuals vary in the level of importance they attribute to eight common life domains such as community involvement, education, family, friendships, health, household management, leisure, and romantic relationships [10].

These interferences come in between the work domain and other domains, affecting employee's personal life and interest; it can be caused by longevity working duration, unpredictable working hours, and no certain boundaries between this domain, and can affect employee's relationship toward family (Wilkinson et al., 2017) The difference is, in the work-life conflict this interference create barriers in so much personal level, such as building a relationship with a friend, exercise, military service, education and self-healing [6].

The researches on this topic are built on finding positive dynamics to balance the work-family domains interactions and the negative impact of dedication to work [4]. The efforts to maintain a balance of this domain of work and life are known as work-life balance. These efforts include priorities and roles related to work, family, and community [11]. On the telecommuting context after the Covid-19 pandemic, these efforts become significant issues since employees have more limitation performing those roles due to the health protocol and the tension to perform it escalate the work-life conflict rather than the role conflict [12].

2.2 Work life Conflict and Innovative Behavior

Job performance definition has drastically shifted in this current fast-changing and dynamic business environment. The demand is not specific only for the employee to complete their tasks correctly. However, the organization also requires adaptive behavior to variation of new circumstances by adjusting and displaying more proactive behavior, such as a self-initiated action to seek improvement in current circumstances or create new ones and categorized as an active performance concept. Furthermore, specific proactive behavior in emphasizing novelty can be considered innovative behavior (Parker and Collins, 2010). Innovative behavior is voluntary and discretionary since each employee can choose the amount and degree to perform it. Nowadays, organizations are in a challenging situation with more working men and women who struggle with the competing demands of work and private life as they experience work-life conflict. This situation will potentially interfere and inhibit innovative behavior [13].

Innovative behavior is not the same as extra-role behavior [14]. The distinction between in-role and extra-role performance remains unclear and depends on how employees define the boundaries of their roles (Parker and Collins, 2010). This conceptualization is based on employee expectations to receive practical advantages. If employees do not trust in these expectations, the creative process will be lower, and it may affect innovative behavior [15] Based on this argumentation, here is the following hypothesis propose:

H1. Work-life conflict (WC) is negatively related to Innovative Behaviour (IB)

2.3 Psychological Capital and Innovative Behavior

In a fast-changing business environment, the definition of job performance has significantly changed. It is not sufficient for the employee to complete tasks correctly; they must also perform adaptive behavior to new circumstances by adjusting and even displaying more proactive behavior. Proactive behavior can be translated as a self-initiated action to seek improvement in current circumstances or create new ones and categorized as an active performance concept. Innovative behavior can be considered a specific proactive behavior in emphasizing novelty (Parker and Collins, 2010).

Despite competition in all technical, organizational, and other areas, managers try to recognize and create a climate of good understanding to innovate and increase productivity. Innovation and producing new ideas by the employees of an organization have great significance. Nowadays, organizations are successful and able to survive, which permanently uses new ideas, and this is possible with the help of creative managers and employees.

Psychological capital is a positive, higher-order, and individual-level characteristic which opens for development. It has four constructs: hope, self-efficacy, optimism, and resilience [16]. Innovative work behavior characteristics are tension, contradictions, and dilemmas. Due to its very nature, the adoption of innovative work behavior requires intrinsic motivation, positivity, assertiveness, and self-confidence. Therefore, psychological capital would be a vital characteristic for meeting some of the behavioral requirements of adopting innovative behavior at work [2]. Based on this argumentation, here is the following hypothesis propose:

H2. Psychological Capital (PC) is positively related to Innovative Behaviour (IB)

2.4 Work life conflict and Psychological Capital

Work-life conflict is a construct referring to the general interference that work tends to have on an employee's personal life, which can come in many forms and may represent intrusions of work into family time, leisure activities, or a general inability to mentally leave the work world behind when an individual is physically moving from workspace to home and personal space. The academic literature has documented numerous consequences of work-life conflict, including decreased levels of job satisfaction, career dissatisfaction, and increased turnover intentions, even associated with lower levels of job satisfaction and organizational commitment.

On the other hand, psychological capital's role as a positive psychological strength is a positive appraisal of circumstances and probability for success based on motivated effort and perseverance. Employees high on optimism possess positivity-oriented future expectations and internalized positive attributions about succeeding now and in the future. Hopeful employees have both the will and a viable way to accomplish a specific task [16]. Resilient employees show coping responses to problems and adverse events and thrive in challenging circumstances [17]. In order to motivate these employees, management needs to make sure that there are satisfying work relations and job conditions in the organization. By offering an environment where there are high-performance work practices [18]. Furthermore, another research by Pu et al. [19] acknowledged the influence of the work-life conflict that arises from work domain interference to psychological capital. Here, psychological capital acts as energy resources which employees use to manage the interference. Based on this argumentation, here is the following hypothesis propose:

H3. Work-life conflict (WC) is negatively related to Psychological Capital (PC)

2.5 Mediating Role of psychological Capital

Like work-life conflict, one of the roots of the psychological capital concept is the conservation of resources (COR) theory, which confirmed that employees' resource gain or loss would motivate their adoption of specific behavior. The definition of resources expands from objects, conditions, energies, or personal characteristics that serve an attachment and value to beholders. COR theory defined the urgencies within an individual to collect and manage this resource in their cognitive, biological, and social domains to achieve the state of well-being. The sense of these urgencies will foster specific behavior that will significantly benefit them [20].

The research conducted is using four types of a psychological capital dimension known by HERO, which includes hope (the employee perseverance toward achieving goals), efficacy (the employee confidence to make necessary effort in overcoming challenging assignment), resilience (the employee capabilities to bounce back after failure with adversity and sustainability) and optimism (the employee attribution about succeeding any up and coming events positively) [21].

Previous research leads to an understanding that psychological capital is associated with individual positive traits, including innovative performance [22] and job performance [23]. While as mediators, psychological capital has also been studied previously. According to Kim et al. [24] research, psychological capital can mediate a psychological contract breach and service innovation behavior. While according to Hsiao et al. [25], psychological capital can serve as a mediator between servant leadership and customer value co-creation. However, this research will be one of the first studies to explore psychological capital as work-life conflict and innovative behavior mediator on an individual level. The author proposes that the lower work-life conflict level will positively affect psychological capital, which will increase innovative behavior. Based on this argumentation, here is the following hypothesis propose:

H4. Psychological Capital (PC) mediates a negative association between Work-Life Conflict (WC) and Innovative Behavior (IB)

3 Method

This section will elaborate on the research process from the beginning to the end. It starts with research design, population and sampling, measurement, procedure, and analysis plan.

3.1 Research Design

The purpose of this research is to examine the relationship between work-life conflict, psychological capital, and innovative behaviour during telecommuting, especially the effect of work-life conflict and psychological capital on innovative behavior for answering the research questions. The author invoked arguments discussed in work-life conflict, psychological capital, and innovative behavior works of literature to develop the research model and created the hypothesized model as figure 1.

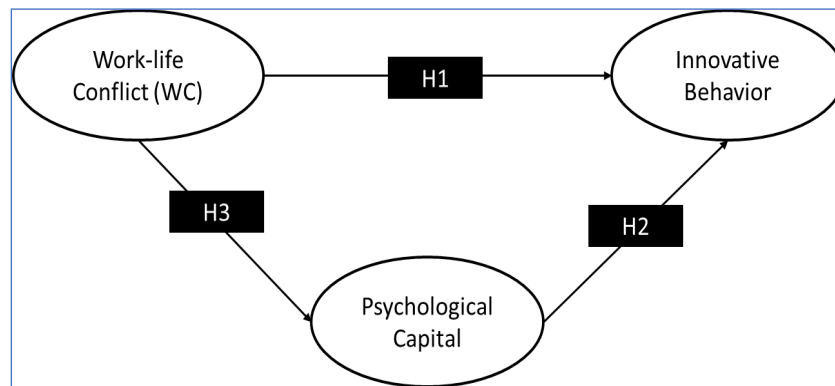


Fig. 1. Conceptual model – work-life conflict and innovative behavior interaction path

3.2 Population and Sampling

The population sample of this study is employees of a national insurance company in Indonesia. The company selected as a research object is upon accessibility, and many adaptations occur during the telecommuting implementation.

3.3 Measurement

The measurement of this research is using survey questionnaires which use a 6-point Likert-type scale with 1 = strongly disagree, 2 = disagree, 3 = almost disagree, 4 = almost agree, 5 = agree, and 6 = strongly agree for work-life conflict, psychological capital, and innovative behavior. In addition, work-life conflict measurement uses 17-items questionnaires with four dimensions scale developed by Fisher et al., psychological capital measurement uses a 12-items questionnaires scale with four dimensions developed by Luthans et al. [21], and innovative behavior is measured using 14-items of Kleysen and Street [26] scale. All these scales measure the variables at the individual level with a multi-dimensional approach and are reported to have high reliability. The sample population of this study is employees of a national insurance company in Indonesia. The company selected as a research object is upon accessibility, and many adaptations occur during the telecommuting implementation.

3.4 Procedure

The author collected the data in one length with a one-month interval from 200 employees as respondents from different work unit across the country.

3.5 Analysis Plan

3.5.1 Validity and Reliability

The validity of the data will be measured using Confirmatory Factor Analysis (CFA) to examine the relationship between all variables during this research.

3.5.2 Assumptions

This research is established on assumptions of there are direct and mediated cross-level relations between work-life conflict and psychological capital on innovative behaviour

4 Result

4.1 Measurement Model

The author uses Confirmatory Factor Analysis (CFA) to justify and confirm the measurement model, consisting of three latent variables: work-life conflict, psychological capital, and innovative behavior, to show the degree of validity and the degree of reliability of each variable. As a result, the author discovers two non-valid dimensions (WIPL= -0,290 and WEPL= -0,343) on the model after conducting the main test. The non-valid dimension will be removed from the model. The comparison between the two models will be displayed in table 1.

Table 1. Full Measurement Model Comparisons

Model	Factors	Chi Square	df	RMSEA	IFI	NFI	CFI
Baseline model	Three variables combined into one factor	532,71	206	0,089	0,956	0,931	0,956
	Three variables combined into one factor with exclusion WLC non valid dimension	413,71	167	0,086	0,964	0,942	0,964

4.2 Hypotheses Testing

The author uses at least six control variables (such as employee status, telecommuting intensity, marital status, gender, age, education, working tenure, dependent, and working location) in the analyses. The author performed hypothesis testing twice since several dimensions display non-valid results and will continue using the revised models. The results of the testing will be displayed in table 2.

Table 2. Direct Effect and Indirect Effects Estimation Result

Effect	Standardized Loading Factor	t values	Conclusion	R ²
<i>Direct Effect</i>				
H ₁ : WLC-> IB	0,072	1,174	Not significant	0,605
H ₂ : PC -> IB	0,793	6,941	Significant	
H ₃ : WLC -> PC	-0,257	-2,761	Significant	
<i>Indirect Effect</i>				
H ₄ : WLC -> PC -> IB	-0,204	2,565	Significant	

4.3 Discussion

The logic of the research was to investigate the influence of work-life conflict on innovative behavior with the mediating role of psychological capital in telecommuting era. In addition, this research examines how different work settings would create different outcomes on employees' work-life conflict and how it will affect their innovative behavior.

Our findings on this research suggest two exciting pathways for the variables. The first pathway shows that employees' work-life conflicts do not directly influence their innovative behavior. This result contrasts with previous research [13][15], which acknowledges that increasing work-life conflict will potentially interfere with and inhibit innovative behavior. There is no specific empiric research that explains the phenomenon, but conceptually this result can be explained using the emotional contagion theory. The emotional contagion theory and concept emphasize the importance of physical and face-to-face interaction to spread an individual's emotional state, either positive or negative (Baral & Sampath, 2017).

However, this research also shows that employee's work-life conflicts have a significant effect directly on psychological capital. The same condition also applied to the influence of psychological capital and innovative behavior variables. Thus, this research discovers there is a significant direct influence between psychological capital to innovative behavior. This discovery is aligned with previous research conducted by Pu et al. [19] and [2].

4.3.1 Theoretical Implications

This study makes some important contribution on work-life conflict theory. First, this research reveals influences between variables from different perspective which is telecommuting context. Beside that, there were limited research which studies the correlation of this variables and it influences toward others. Our findings suggest, increasing work-life conflict among employees will create negative effect on psychological capital and also innovative behaviour indirectly, through the level decrease on psychological capital. However, work-life conflict have no significant influence directly to innovative behaviour.

4.3.2 Practical Implications

This research makes some critical contributions to work-life conflict theory and its influence on innovative behavior. First, this research reveals influences between variables from a different perspective which is telecommuting context. Besides that, there was limited research which studies the correlation of these variables and their influences on others. Moreover, our findings suggest that increasing work-life conflict among employees will directly affect their psychological capital and indirectly affect innovative behavior through decreased psychological capital. However, the work-life conflict has no significant influence directly on innovative behavior.

5 Limitation and Future Research

The current research entails several strengths that augment the research outcomes. It is conducted to a company with national coverage with adequate sample size and through various working units. Moreover, it examines the cross-level relationship of employee work-life conflict, psychological capital, and innovative behavior at work. Even though the suggested model displays a strong theoretical implication, future studies may concentrate on joint efforts of variables on each other. However, this research still comes with a limitation. The collected sample is limited to one company and in a one-time length. Moreover, future researchers can consider elaborating other traits that positively influence innovative behavior, such as leader-member exchange or psychological empowerment.

6 Conclusion

The research supports the notion that personal work-life conflict will affect employee psychological capital and innovative behavior and shows the role of psychological capital as a mediating trait. The result demonstrated a non-significant direct positive relationship between work-life conflict and innovative behavior and a significant direct positive relationship between psychological capital and innovative behavior. Otherwise, the work-life conflict has a significant negative relationship with psychological capital, including psychological capital as mediating traits for innovative behavior. Finally, our research supports that a lower level of work-life conflict will enhance the psychological capital and support a higher level of innovative behavior among employees. Overall, this research discovers different results on how work-life conflict influences innovative behavior in the telecommuting era. Meanwhile, a significant influence between work-life conflict to psychological capital and psychological capital to innovative behavior in telecommuting conditions remains the same with the previous work settings.

References

- [1] M. J. Pérez-Peñalver, L. E. Aznar-Mas, and B. Montero Fleta, "Identification and classification of behavioural indicators to assess innovation competence," *J. Ind. Eng. Manag.*, vol. 11, no. 1, pp. 87–115, 2018.
- [2] P. Mishra, J. Bhatnagar, R. Gupta, and S. M. Wadsworth, "How work–family enrichment influence innovative work behavior: Role of psychological capital and supervisory support," *J. Manag. Organ.*, vol. 25, no. 1, pp. 58–80, 2019.
- [3] C. M. Youssef and F. Luthans, "Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience," *J. Manage.*, vol. 33, no. 5, pp. 774–800, 2007.
- [4] E. Hammer, "HRD interventions that offer a solution to work-life conflict," *Adv. Dev. Hum. Resour.*, vol. 23, no. 2, pp. 142–152, 2021.
- [5] R. Shanker, R. Bhanugopan, B. I. J. M. Van der Heijden, and M. Farrell, "Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior," *J. Vocat. Behav.*, vol. 100, pp. 67–77, 2017.
- [6] E. E. Kossek and K.-H. Lee, "Work-family conflict and work-life conflict," in *Oxford research encyclopedia of business and management*, 2017.
- [7] K. Sanders and H. Shipton, "The relationship between transformational leadership and innovative behaviour in a healthcare context: a team learning versus a cohesion perspective," *Eur. J. Int. Manag.*, vol. 6, no. 1, pp. 83–100, 2012.
- [8] A. Abstein, S. Heidenreich, and P. Spieth, "Innovative work behaviour: The impact of comprehensive HR system perceptions and the role of work–life conflict," *Ind. Innov.*, vol. 21, no. 2, pp. 91–116, 2014.
- [9] H. J. A. Kang and J. A. Busser, "Impact of service climate and psychological capital on employee engagement: The role of organizational hierarchy," *Int. J. Hosp. Manag.*, vol. 75, pp. 1–9, 2018.
- [10] J. Keeney, E. M. Boyd, R. Sinha, A. F. Westring, and A. M. Ryan, "From 'work–family' to 'work–life': Broadening our conceptualization and measurement," *J. Vocat. Behav.*, vol. 82, no. 3, pp. 221–237, 2013.
- [11] S. L. Munn, "Unveiling the work–life system: the influence of work–life balance on meaningful work," *Adv. Dev. Hum. Resour.*, vol. 15, no. 4, pp. 401–417, 2013.
- [12] B. A. W. Eversole and C. L. Crowder, "Toward a family-friendly academy: HRD's role in creating healthy work–life cultural change interventions," *Adv. Dev. Hum. Resour.*, vol. 22, no.

- 1, pp. 11–22, 2020.
- [13] U. Kinnunen, T. Feldt, S. Mauno, and J. Rantanen, “Interface between work and family: A longitudinal individual and crossover perspective,” *J. Occup. Organ. Psychol.*, vol. 83, no. 1, pp. 119–137, 2010.
- [14] T. W. H. Ng, D. C. Feldman, and S. S. K. Lam, “Psychological contract breaches, organizational commitment, and innovation-related behaviors: A latent growth modeling approach,” *J. Appl. Psychol.*, vol. 95, no. 4, p. 744, 2010.
- [15] B. Marandi, M. Hassani, and A. Ghalei, “The Relationship between Multiple Conflicts and Supporting Innovation and Mediating Role of Resistance against Change, Organizational Trust and Psychological Empowerment among the Employees of Keshavarzi Bank in Western Azerbaijan of Iran,” *Int. J. Environ. Sci. Educ.*, 2017.
- [16] F. Luthans, J. B. Avey, and J. L. Patera, “Experimental analysis of a web-based training intervention to develop positive psychological capital,” *Acad. Manag. Learn. Educ.*, vol. 7, no. 2, pp. 209–221, 2008.
- [17] J. B. Avey, T. S. Wernsing, and F. Luthans, “Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors,” *J. Appl. Behav. Sci.*, vol. 44, no. 1, pp. 48–70, 2008.
- [18] S. Paek, M. Schuckert, T. T. Kim, and G. Lee, “Why is hospitality employees’ psychological capital important? The effects of psychological capital on work engagement and employee morale,” *Int. J. Hosp. Manag.*, vol. 50, pp. 9–26, 2015.
- [19] J. Pu, H. Hou, R. Ma, and J. Sang, “The effect of psychological capital between work–family conflict and job burnout in Chinese university teachers: Testing for mediation and moderation,” *J. Health Psychol.*, vol. 22, no. 14, pp. 1799–1807, 2017.
- [20] J.-F. Uen, R. K. K. Vandavasi, K. Lee, P. Yepuru, and V. Saini, “Job crafting and psychological capital: a multi-level study of their effects on innovative work behaviour,” *Team Perform. Manag. An Int. J.*, 2021.
- [21] F. Luthans, C. M. Youssef, and B. J. Avolio, *Psychological capital: Developing the human competitive edge*, vol. 198. Oxford University Press Oxford, 2007.
- [22] M. Abbas and U. Raja, “Impact of psychological capital on innovative performance and job stress,” *Can. J. Adm. Sci. Can. des Sci. l’Administration*, vol. 32, no. 2, pp. 128–138, 2015.
- [23] N. D. Tho, N. D. Phong, and T. H. M. Quan, “Marketers’ psychological capital and performance: the mediating role of quality of work life, job effort and job attractiveness,” *Asia-Pacific J. Bus. Adm.*, 2014.
- [24] J. Y. Kim, D. S. Choi, C.-S. Sung, and J. Y. Park, “The role of problem solving ability on innovative behavior and opportunity recognition in university students,” *J. Open Innov. Technol. Mark. Complex.*, vol. 4, no. 1, p. 4, 2018.
- [25] C. Hsiao, Y.-H. Lee, and W.-J. Chen, “The effect of servant leadership on customer value creation: A cross-level analysis of key mediating roles,” *Tour. Manag.*, vol. 49, pp. 45–57, 2015.
- [26] R. F. Kleysen and C. T. Street, “Toward a multi-dimensional measure of individual innovative behavior,” *J. Intellect. Cap.*, 2001.