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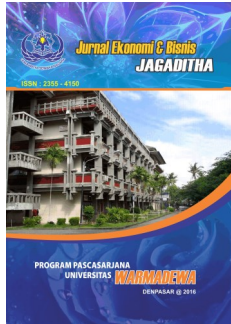
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Unlocking Innovation through Leadership: The Interplay of Work-Life Balance and Flexibility

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Unlocking Innovation through Leadership: The Interplay of Work-Life Balance and Flexibility

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Abstract. This study contributes to supporting Balinese endek weaving SMEs to increase their competitiveness because the existence of SMEs is very important as a driver of the regional economy and job creation. This study examines the role of work-life balance and flexible work arrangement in increasing the influence of leadership on innovative work behavior. The study was conducted at an endek weaving SME in Klungkung Regency, Bali Province. The population of the study was employees of the endek weaving SME with a sample of 311 people determined based on proportional random sampling techniques and the Slovin formula. The data collection method was a survey using a questionnaire and data analysis using the PLS-SEM method via SmartPLS 3 programs which went through 3 stages: outer model analysis, inner model measurement, and the last stage was testing the research hypothesis. The results of the study showed a mediating role of work-life balance in increasing innovative work behavior. Flexible work arrangement was also able to moderate the relationship between democratic leadership and innovative work behavior. The results of this study serve as a reference for leaders of Balinese endek weaving SMEs in improving decision-making skills so that the productivity of employees of endek weaving SMEs in Klungkung Regency becomes better.

Keywords: democratic leadership; flexible work arrangement; innovative work behavior; work-life balance

Introduction

Bali Island is world-famous for its tourism destinations, beautiful natural scenery, and many local wisdoms (Rideng et al., 2020). One of the local wisdoms of Balinese culture is endek weaving. The manufacturing process still uses traditional looms and various motifs, making Balinese endek weaving very popular with local and foreign tourists. The high level of love for Balinese endek weaving opens up great opportunities for the Balinese endek weaving craft business (Martini et al., 2021).

Facts were obtained in a preliminary survey through interviews, namely that the constraints on the productivity of endek weaving produced through the weaving process with traditional looms were not optimal. Most of the weavers are housewives so that their time is divided not only focusing on weaving endek, but also having to be involved in the traditional customs of the Balinese people. This of course is detrimental to the Balinese endek weaving SMEs who need to increase sales turnover to finance business operations (Semuel et al., 2022).

Empirical studies have been conducted to determine the essential factors in supporting productivity. Research by Arshad et al. (2023) identified leadership as a driver of employee innovative behavior. According to Sudibjo & Prameswari (2021), leadership and

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innovative behavior are positively correlated. Woods (2021) stated that leaders must be democratic to encourage employee innovative behavior which leads to increased productivity.

Several studies on democratic leadership have been conducted, including by Arshad et al. (2023) and Sudibjo & Prameswari (2021), the results identified that democratic leadership has a positive and significant influence on innovative work behavior. However, on the contrary, studies from Khan et al. (2020) produced different findings, where leadership did not have a significant influence on innovative work behavior.

The differences and inconsistencies in the results of previous studies then created a theoretical gap. This study was conducted to fill this gap by adding work-life balance mediation variable and flexible work arrangement moderation variable to increase the influence of leadership on innovative work behavior. Integrating work-life balance mediation and flexible work arrangement moderation into the research model will be the novelty of this study.

A number of empirical studies have been conducted to determine the influence of work-life balance on innovative work behavior, including by Ali et al. (2022) dan Leitão et al. (2019). The results found that there was a significant correlation between work-life balance and innovative work behavior. Furthermore, research on the influence of flexible work arrangements on innovative work behavior has also been conducted by Aziz-Ur-Rehman & Siddiqui (2019) and Irawanto et al. (2021), where the results indicated a significant influence between these variables.

Concept and Hypothesis

Democratic Leadership

Woods (2021) stated that democratic leadership is a leadership style that seeks to increase the involvement and influence of others in decision-making, encourage discussion and debate, and create a sense of identity as co-creators of a community. It reflects the democratic perspective of power, dialogue, and ownership. The principles of democratic leadership are also represented in collaborative practices and forms of power with shared decision-making. Knezović & Drkić (2021) conducted research on SMEs in Bosnia and identified that leadership is positively correlated with innovative work behavior. The same result were also obtained from the study of Li et al. (2020) on SMEs in Jiangsu province of China. Meanwhile, research on democratic leadership and work-life balance has been conducted by Charoensukmongkol & Puyod (2024) at public universities in the Philippines where a significant positive correlation was found in the relationship.

H1: Democratic leadership effect on innovative work behavior is significant

H2: Democratic leadership effect on work-life balance is significant

Work-Life Balance (WLB)

Charoensukmongkol & Puyod (2024) stated that work-life balance is a term that relates to an employee's ability to balance professional and personal activities. Work-life balance reflects an individual having time and resources allocated specifically and separately between work-related responsibilities and family-related issues. Work-life balance is essential for employees as it helps them avoid stress, prevent burnout, and maintain a healthy work environment. Ali et al (2022) who studied IT, trading, real estate, finance, and telecommunications companies located in Zhejiang province in China found that work-life balance was positively correlated with innovative work behavior. Sitompul et al. (2024) in their research also found that WLB had a positive effect on innovative work behavior.

H3: Work-life balance effect on innovative work behavior is significant

Innovative Work Behavior (IWB)

Arshad et al. (2023) explains that innovative work behavior is a behavior that includes exploring opportunities and new ideas and includes behavior that implements these new ideas to increase individual and company productivity. Individuals try to identify problems, then come up with new ways to solve these problems, and realize these ideas or concepts with new techniques and procedures that can be useful for the company. Vanesa et al.'s (2022) research at Bandung Regency Government produced evidence of mediation by work-life balance on the relationship between democratic leadership and innovative work behavior. Gašić et al. (2025) who conducted research on private SMEs in the Republic of Serbia also found that innovative work behavior was influenced by WLB.

H4: Work-life balance mediates democratic leadership with innovative work behavior

Flexible Work Arrangement (FWA)

Aziz-Ur-Rehman & Siddiqui (2019) defines flexible work arrangement as a form of flexible work practices, such as job sharing, online meetings, flexible time, work from home, and so on. Flexible work practices have been widely applied in companies to accommodate employee needs in managing professional and family tasks, so that it is expected to reduce role conflict, excessive workload, job stress, burnout, and turnover. Chatterjee et al.'s (2022) research on multinational enterprises operating in India found evidence of flexible work arrangements moderating the relationship between democratic leadership and innovative work behavior. Azeem & Kotey's (2023) research on Australian SMEs also produced evidence that flexible work arrangements were positively correlated with innovative work behavior.

H5: Flexible work arrangements moderate democratic leadership and innovative work behaviour

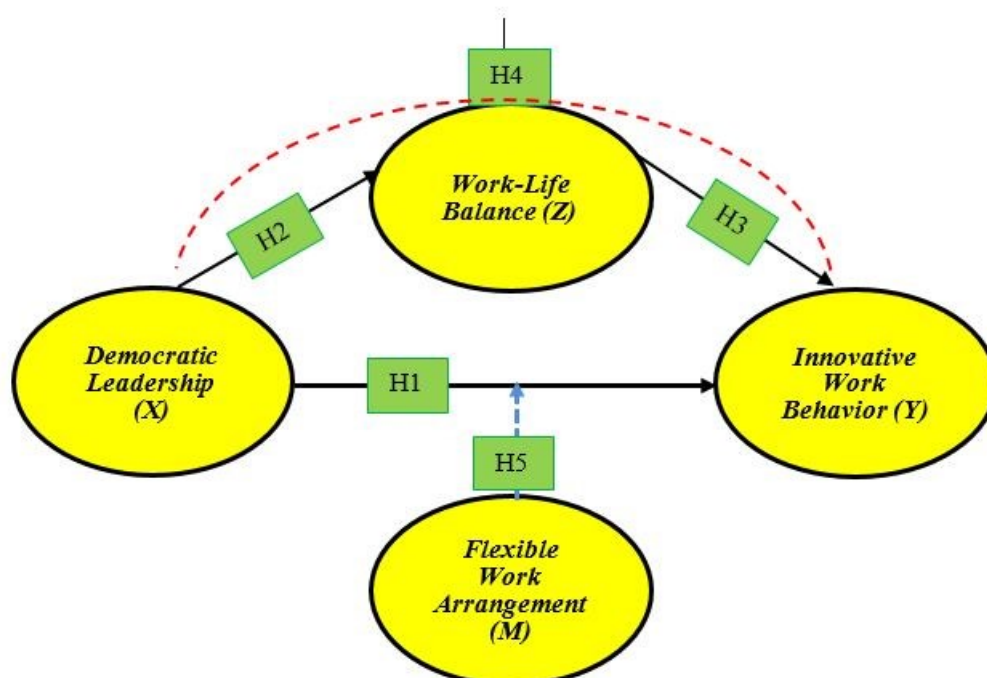


Figure 1. Research Concept
(Source: Author's own work, 2024)

Method

The study was conducted on endek weaving of SMEs in Klungkung Regency. The population of this study was all employees of endek weaving SMEs in Klungkung Regency totaling 1400. The research sample was determined based on the proportional random sampling technique with the Slovin formula 5% margin error. So that a total of 311 respondents were asked to fill out the questionnaire through the survey method. This study uses two different types of data, namely primary and secondary. Primary data in the form of interview results and online questionnaire distribution with Google Form to employees of endek weaving SMEs. While secondary data in the form of previous empirical research and book references. Data analysis using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method with SmartPLS 3 software (Hair Jr et al., 2021).

The measurement indicators for democratic leadership were adapted from the study by Vanesa et al. (2022) e.g. "The leader explains the importance of having strong goals." The indicator used to measure FWA was adapted from the study by Aziz-Ur-Rehman & Siddiqui (2019) e.g. "Flextime gives employees more control over scheduling." The indicator to measure WLB and innovative work behavior was adapted from the study by Ali et al. (2022), WLB items e.g. "I do not need to work overtime as I use to finish work within working hours" and "I show innovative and creative behaviors" (IWB item). All questionnaire items were previously distributed to 30 respondents and had passed validity and reliability tests so that data collection could be carried out on 311 samples.

Result and Discussion

Results of Validity and Reliability

The research data were analyzed using the SEM-PLS method because the model estimates produced by SEM-PLS showed a higher level of indicator strength and provided similar results in indicator significance and path coefficient estimates (Hair Jr et al., 2021). The stages of data analysis using SmartPLS 3 software are: testing the validity and reliability of the research instrument (outer model), structural measurement model (inner model), and finally the hypothesis testing stage (Sarstedt et al., 2021). The outer model is described as a measurement model that connects indicators with their latent variables to determine the validity and reliability of the research model. Figure 2 shows the results of the outer model measurements.

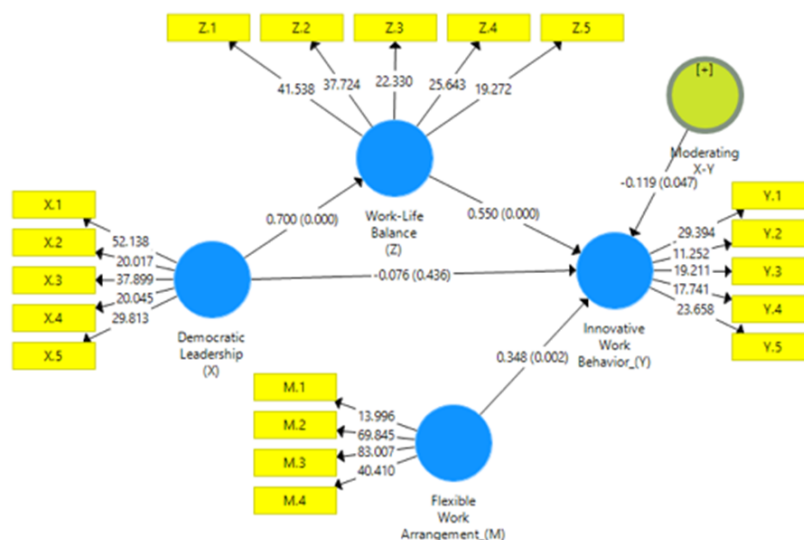


Figure 2. SmartPLS 3 Output
(Source: Processed data, 2024)

Tabel 1. Convergent Validity Results

Variable	Indicator	Outer Loading	T-Statistic	P-value
Democratic_Leadership (X)	X.1	0.904	52.138	0.000
	X.2	0.837	20.017	0.000
	X.3	0.892	37.899	0.000
	X.4	0.830	20.045	0.000
	X.5	0.823	29.813	0.000
Innovative_Work_Behavior (Y)	Y.1	0.840	29.394	0.000
	Y.2	0.697	11.252	0.000
	Y.3	0.777	19.211	0.000
	Y.4	0.739	17.741	0.000
	Y.5	0.812	23.658	0.000
Work-Life_Balance (Z)	Z.1	0.910	41.538	0.000
	Z.2	0.858	37.724	0.000
	Z.3	0.846	22.330	0.000
	Z.4	0.853	25.643	0.000
	Z.5	0.798	19.272	0.000
Flexible Work_Arrangement (M)	M.1	0.813	13.996	0.000
	M.2	0.929	69.845	0.000
	M.3	0.942	83.007	0.000
	M.4	0.919	40.410	0.000

(Source: Processed data, 2024)

The results of the convergent validity test in Table 1 show that all indicators meet the valid criteria. Validity is indicated by the t-statistic value $> t$ -table and p-value $<$ significance level of 0.05 so that all research instruments are declared valid. Convergent validity is also measured based on the AVE value, where the AVE value of all variables is > 0.5 so that it is declared valid (Table 2). Measurement of the AVE root in Table 3 shows that each construct has a higher AVE root value than the correlation between other constructs in the model, so it is stated that the research data has met the discriminant validity criteria.

Tabel 2. AVE

Variable	Average Variance Extracted (AVE)
Democratic_Leadership (X)	0.735
Innovative_Work_Behavior (Y)	0.599
Work-Life_Balance (Z)	0.729
Flexible_Work_Arrangement (M)	0.814

(Source: Processed data, 2024)

Tabel 3. Discriminant Validity Results

Variable	Democratic Leadership	Flexible Work Arrangement	Innovative Work Be-	Work-Life Balance
Democratic_Leadership (X)	0.858			
Flexible_Work_Arrangement (M)	0.485	0.902		
Innovative_Work_Behavior (Y)	0.475	0.634	0.774	
Work-Life_Balance (Z)	0.700	0.669	0.745	0.854

(Source: Processed data, 2024)

Tabel 4. Reliability Results

Variable	Composite Reliability	Cronbach's Alpha
Democratic_Leadership (X)	0.933	0.912
Innovative_Work_Behavior (Y)	0.882	0.833
Work-Life_Balance (Z)	0.931	0.907
Flexible_Work_Arrangement (M)	0.946	0.925

(Source: Processed data, 2024)

Table 4 shows the composite reliability and Cronbach's Alpha values for all variables >0.70 according to the required criteria, so it can be stated that all data are reliable. The outer model measurement has met the validity and reliability requirements, then continued with the inner model measurement through R-square (R^2) and Predictive relevance (Q^2).

Inner Model Results

Table 5 shows the R-square (R^2) of work-life balance of 0.490, meaning that work-life balance is influenced by democratic leadership by 49.0%, and the remaining 51% consists of other factors outside the model. Furthermore, R^2 of innovative work behavior of 0.602 means that innovative work behavior is influenced by democratic leadership and work-life balance by 60.2%, and the remaining 39.8% consists of other factors outside the model.

Tabel 5. R^2 Result

Variable	R^2
Work-Life_Balance (Z)	0.490
Innovative_Work_Behavior (Y)	0.602

(Source: Processed data, 2024)

Predictive relevance (Q^2) is calculated based on the following Stone Geisser formula.

$$Q^2 = 1 - (1 - R2_1)(1 - R2_2)$$

The result of Q^2 calculation obtained Q^2 value of 0.7970, where the value is greater than zero and is getting closer to 1. Thus it can be stated that this research model has a high level of prediction. Measurement of inner model through R^2 and Q^2 proves that this research model has high accuracy and robustness, so it can be continued to the research hypothesis testing stage.

Hypothesis Testing Results

Table 6 shows that democratic leadership has no significant effect on innovative work behavior (t-statistic 0.779<1.96, p-value 0.436>0.05), thus H1 is rejected. On the other hand, democratic leadership has a significant positive effect on work-life balance (beta 0.700, t-statistic 21.060>1.96, p-value 0.000<0.05), thus H2 is accepted. Work life balance has a significant positive effect on innovative work behavior (beta 0.550, t-statistic 4.128>1.96, p-value 0.000<0.05), while also playing a mediating role in the relationship between democratic leadership and innovative work behavior (beta 0.385, t-statistic 3.945>1.96, p-value 0.000<0.05), thus H3 and H4 are accepted. Finally, flexible work arrangement plays a moderating role in the relationship between democratic leadership and innovative work behavior (beta -0.119, t-statistic 1.990>1.96, p-value 0.047<0.05), thus H5 is accepted.

Tabel 6. Hypothesis Testing

Hypothesis	Path Coefficient	Info
Democratic_Leadership (X) ® Inno-	beta -0.076, t-statistic 0.779, p-value 0.436	H1 reject
Democratic_Leadership (X) ® Work-Life_Balance (Z)	beta 0.700, t-statistic 21.060, p-value 0.000	H2 accept
Work-Life_Balance (Z) ® Innovative Work_Behavior (Y)	beta 0.550, t-statistic 4.128, p-value 0.000	H3 accept
Democratic_Leadership (X) ® Work-Life_Balance (Z) ® Innovative Work_Behavior (Y)	beta 0.385, t-statistic 3.945, p-value 0.000	H4 accept
Flexible_Work_Arrangement (M) *Democratic_Leadership (X) ® Inno-	beta -0.119, t-statistic 1.990, p-value 0.047	H5 accept

(Source: Processed data, 2024)

Discussion

Democratic leadership does not have a significant effect on innovative work behavior. This means that the leadership of the Balinese endek weaving SME who prioritizes collective participation from all its members has not been able to encourage weavers to behave innovatively in their work. The weavers, most of whom are housewives, are busy with household and customary village activities, so they have not had time to think about developing innovations when they weave. Although there are efforts by leaders to listen to employee aspirations, they have not been able to encourage employee work innovation because the focus of female weavers is divided between weaving, household chores, and obligations as members of the customary village. This result is different from the research of Arshad et al. (2023) and Sudibjo & Prameswari (2021) where a significant correlation was found between democratic leadership and innovative behavior.

Democratic leadership has a significant positive effect on work-life balance. This shows that the leadership of the Balinese endek weaving SME is able to encourage balance in the work and personal lives of weaving employees. This result is in line with research from Gomes et al. (2021) and Charoensukmongkol & Puyod (2024), where a significant correlation was found between democratic leadership and work-life balance.

Work-life balance has a significant positive effect on innovative work behavior. This shows that achieving a balance between work and personal life of weaving employees can increase the behavior of weavers to be more innovative in their work. These results are in line with the research of Ali et al. (2022) and Leitão et al. (2019), which found a significant correlation between work-life balance and innovative work behavior.

Work-life balance plays a significant positive mediation role in the relationship between democratic leadership and innovative work behavior. This means that achieving a balance between work and personal life can bridge the relationship between the leadership of the Endek Weaving SME that protects its employees and the behavior of weavers to become more innovative in their work. The mediation role of work-life balance is full mediation because the direct influence of democratic leadership on innovative work behavior is not significant. These results are in line with Vanesa et al.'s (2022) research, which found a significant correlation between democratic leadership and work-life balance and innovative work behavior.

Flexible work arrangement moderates negatively but significantly the relationship between democratic leadership and innovative work behavior. This means that flexible work arrangements actually reduce the influence of the leadership of the Balinese endek weaving SME on the innovative behavior of weavers. When FWA is present, employees may interpret increased freedom as a reduction in control and expectations from their leaders. This reduces

their commitment to innovative contributions, believing that their performance will still be tolerated. Consequently, innovative behavior weakens even with democratic leadership. These results are in line with research by Aziz-Ur-Rehman & Siddiqui (2019) and Irawanto et al. (2021), which found a significant moderating role of flexible work arrangements in the relationship between leadership and innovative work behavior.

Conclusion

This study revealed that democratic leadership does not have a significant effect on innovative work behavior, but has a significant effect on work-life balance. Work-life balance mediates the relationship between democratic leadership and innovative work behavior. Furthermore, flexible work arrangement moderates the relationship between democratic leadership and innovative work behavior. Suggestions for further research are to raise other variables that researchers have not studied here, such as well-being and family support. Future research also needs to expand the scope of research areas throughout all regencies in Bali.

SME leaders need to establish clear boundaries and work structures for implementing flexibility, such as daily targets, quality standards, and performance evaluations. Moderation has shown that FWA actually weakens the influence of democratic leadership on innovation. Thus, flexibility remains, but does not diminish weavers' commitment to innovative behavior. Furthermore, to foster innovation, SME leaders need to emphasize knowledge sharing among weavers, both in weaving techniques, new motifs, and marketing strategies.

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