

EFFECTS OF JOB SATISFACTION AND WORK-LIFE BALANCE ON INNOVATIVE WORK BEHAVIOR AT PT PILAR WANAPERSADA

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Abstract

This study aims to analyze the effect of Job Satisfaction and Work-Life Balance on the Innovative Work Behavior of employees at the Palm Oil Processing Plant of PT Pilar Wanapersada in Lamandau Regency, Central Kalimantan. This study employed a quantitative approach with an associative research design. The population and sample consisted of 92 non-managerial employees selected using a total sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression, the correlation coefficient, the coefficient of determination, the F-test, and the t-test. The results show that Job Satisfaction and Work-Life Balance simultaneously have a significant effect on Innovative Work Behavior, with an F-value of 25.004. Partially, both variables have a positive and significant effect, while Work-Life Balance shows the stronger relative contribution with a standardized Beta of 0.544. The model explains 36.0% of the variation in Innovative Work Behavior. These findings indicate that maintaining Work-Life Balance is particularly important for sustaining employees' capacity to develop and implement new ideas. Managerially, palm oil processing plant management should pay greater attention to workload allocation, working-time arrangements, adequate rest periods, and overtime management while maintaining positive work experiences to support employees' innovative behavior.

Keywords: *Job Satisfaction; Work-Life Balance; Innovative Work Behavior; Employees; Palm Oil Industry*

1. INTRODUCTION

Industrial competition requires companies not only to have adequate resources and technology, but also employees who are able to adapt and contribute new ideas to work completion. Innovative work behavior is important because it relates to an individual's ability to create and implement new ideas, thoughts, or ways of working (Nardo et al., 2022). The emergence of such behavior can be influenced by how employees perceive their work and manage the demands of work and personal life. Job satisfaction reflects a positive emotional response to work that can encourage creativity and proactive attitudes (Safrizal, 2023). Lestari and Mahdi (2026) further showed that job satisfaction is shaped by both organizational conditions and employees' internal psychological resources, indicating that positive work experiences are important in forming employees' attitudes toward their work. Meanwhile, work-life balance describes an individual's ability to keep work and personal life demands in balance (Saputra & Masdupi, 2025).

This issue is relevant to the palm oil processing industry, which is characterized by target-oriented work, the need for continuity in production processes, and, under certain conditions, work beyond normal working hours. This study was conducted at PT Pilar Wanapersada in Lamandau Regency, Central Kalimantan, which is part of DSN Group. The company has 1,577 employees, consisting of 1,484 plantation employees and 93 mill employees. The mill has a processing capacity of 60 tons of Fresh Fruit Bunches (FFB) per hour, or approximately 1,200 tons per day when operating for 20 hours. With an average oil extraction rate of 24%, this capacity is estimated to produce approximately 288 tons of Crude Palm Oil (CPO) per day. The scale of these operational activities positions employees as an important element in maintaining smooth production while encouraging improvements in work processes.

The company's production performance during 2022–2024 showed fluctuations. CPO production was recorded at 54,011 metric tons in 2022, decreased to 51,476 metric tons in 2023, and then increased to 56,987 metric tons in 2024. Palm Kernel (PK) production also changed from 10,590 metric tons in 2022 to 10,336 metric tons in 2023 and 11,630 metric tons in 2024. Thus, CPO production decreased by 4.69% in 2023 before increasing by 10.71% in 2024. These changes indicate that the company's operational performance did not remain constant and required support from human resources capable of maintaining work effectiveness while carrying out continuous improvements.

Human resource dynamics are also reflected in absenteeism rates and overtime hours. The absenteeism rate decreased from 0.23% in 2022 to 0.19% in 2023 and 0.18% in 2024. However, working-time demands increased in the most recent period, as total overtime decreased from 47,360 hours in 2022 to 46,260 hours in 2023 before rising by 19.41% to 55,242 hours in 2024. This condition strengthens the relevance of examining Work-Life Balance among palm oil processing employees in the remote-area context of Lamandau, where continuous production demands may require employees to work beyond normal working hours. In such conditions, Work-Life Balance is important not only for maintaining a balance between work and personal life but also for preserving employees' recovery, energy, and psychological capacity to engage in activities beyond routine operational tasks. Mohd et al. (2016) showed that excessive working hours can encourage absenteeism as an effort to regain Work-Life Balance, while Maulina et al. (2024) stated that absenteeism can reduce employee involvement in the innovation process. Rondonuwu et al. (2018) explained that high overtime hours can disrupt Work-Life Balance and increase fatigue, while Beckers et al. (2008) found that involuntary overtime is associated with greater fatigue and lower job satisfaction. Usni and Mahdi (2025) further showed that increased work stress is associated with lower job satisfaction, indicating that excessive workplace demands can negatively affect employees' evaluation of their work. Moreover, Liu and Shi (2024) found that working beyond normal hours does not necessarily encourage innovative behavior and may even inhibit it when work pressure becomes excessive. Thus, examining Work-Life Balance in this work setting is important because employees need sufficient psychological and cognitive resources not only to meet continuous production demands but also to identify problems, develop ideas, and contribute to work-process improvements.

Another condition is reflected in performance appraisal results. The majority of PKS 5 employees received the Good category during 2022–2024, but the proportion of employees in the Very Good category decreased from 18% in 2022 to 17% in 2023 and 15% in 2024.

At the same time, the Low category, which was not recorded in 2022, increased to 3% in 2023 and 6% in 2024. Lawler and Porter (1967) explained that performance achievement followed by rewards can increase job satisfaction. Kasperczuk et al. (2025) showed that employees with good performance tend to be better able to manage the demands of work and personal life, while Hadi et al. (2020) found that innovative behavior has a positive effect on employee performance.

Career development opportunities also show a pattern that has not yet stabilized. The number of employees receiving promotions increased from nine employees in 2022 to 17 employees in 2023, or by 88.89%, but decreased to seven employees in 2024, or by 58.82%. Yubu et al. (2023) showed that job promotion has a positive effect on job satisfaction through career development opportunities, recognition, and increased motivation. Saputra and Masdupi (2025) also linked promotion to job satisfaction through work-life balance. Meanwhile, Van Den Brand et al. (2026) showed that recognition from leaders can encourage employees to be more active in proposing and implementing new ideas. This is in line with Ningrum and Nurhayaty (2025), who stated that good career development can increase employee job satisfaction.

Indications of innovative behavior can be observed through employee participation in the Innovation Awards program. Of 96 employees in 2022, there were eight participants. The number increased to 10 participants out of 94 employees in 2023, or by 25%, and then decreased again to eight participants out of 93 employees in 2024, or by 20%. The decline in the most recent year indicates that employee involvement in innovation activities has not developed consistently. Afsar et al. (2014) explained that innovative behavior is positively associated with job satisfaction because the creation and implementation of new ideas can strengthen employee motivation and engagement. Wibowo (2024) also found that work-life balance has a positive effect on innovative work behavior.

The next phenomenon is reflected in work discipline. The number of violations was recorded at six cases in 2022, decreased to four cases in 2023, but increased to eight cases in 2024. Thus, disciplinary violations decreased by 33.33% before increasing by 100% in the following year. Safitri et al. (2021) showed that work discipline is positively associated with job satisfaction because it can create a more orderly work environment and support work effectiveness. Mahanani et al. (2026) found that work-life balance has a positive and significant effect on work discipline, while Anjani and Gatari (2019) showed that employees who are more disciplined and responsible tend to demonstrate higher innovative work behavior.

Taken together, these conditions reveal an interesting phenomenon. In 2024, CPO production increased by 10.71% and the absenteeism rate decreased to 0.18%, but these improvements occurred alongside a 19.41% increase in overtime hours, a decline in the proportion of employees with Very Good performance to 15%, a 58.82% decrease in job promotions, a 20% reduction in Innovation Awards participation, and a 100% increase in disciplinary violations. This means that improved production performance was not fully accompanied by human resource indicators moving in the same direction. This condition highlights the importance of understanding psychological factors and employees' work-life balance that can support the emergence of innovative behavior. Therefore, this study aims to analyze the effect of job satisfaction and work-life balance on the innovative behavior of

employees at the Palm Oil Processing Plant of PT Pilar Wanapersada in Lamandau Regency, Central Kalimantan.

2. RESEARCH METHOD

This study employed a quantitative approach with an associative research design, namely research used to identify relationships between two or more variables (Siregar, 2017). This approach was used to analyze the effect of Job Satisfaction (X1) and Work-Life Balance (X2) on Employee Innovative Work Behavior (Y) at the Palm Oil Processing Plant of PT Pilar Wanapersada in Lamandau Regency, Central Kalimantan. The research data consisted of primary and secondary data. Primary data were obtained through questionnaire distribution and supported by interviews. The interview was conducted with Mr. Sigit Rudiharyono, the Plantation and Palm Oil Processing Plant Manager of PT Pilar Wanapersada, to obtain supporting information for the study, while questionnaires were distributed to mill employees as research respondents.

The population of this study consisted of all employees of the Palm Oil Processing Plant of PT Pilar Wanapersada, totaling 92 employees excluding managerial personnel. The inclusion criteria comprised employees working in the Palm Oil Processing Plant unit of PT Pilar Wanapersada and classified as non-managerial employees. Meanwhile, managerial personnel were not included in the study population and were therefore established as the exclusion criterion. Based on these criteria, 92 employees met the eligibility requirements of the study. Since all eligible members of the population were included as respondents, this study employed a total sampling technique. According to Sugiyono (2019), total sampling is a sampling technique in which all members of the population are used as the sample. Therefore, the final sample of this study consisted of 92 employees. The research instrument used a five-point Likert scale to measure respondents' attitudes, opinions, and perceptions, as stated by Sugiyono (2019). Each statement was assigned a score of 5 for Strongly Agree (SA), 4 for Agree (A), 3 for Less Agree (LA), 2 for Disagree (D), and 1 for Strongly Disagree (SD).

The instrument was evaluated through validity and reliability tests. The validity test used product-moment correlation, with the instrument considered valid when the correlation coefficient exceeded 0.30, the correlation value was greater than the r-table value, and the significance value was $\leq \alpha$ (Siregar, 2017; Sujarweni, 2024). Instrument reliability was tested using Cronbach's Alpha, with an alpha value > 0.60 indicating a reliable instrument (Sujarweni, 2024). Before regression testing, classical assumption tests were conducted, including normality, linearity, and multicollinearity tests. Normality was tested using the Kolmogorov-Smirnov test, with a significance value > 0.05 indicating normally distributed data, whereas a significance value < 0.05 indicated non-normally distributed data (Sujarweni, 2024). Linearity was tested using the Test for Linearity; a relationship was considered linear when the Linearity significance value was < 0.05 or the Deviation from Linearity significance value was > 0.05 (Purnomo, 2016). Multicollinearity was evaluated using the Variance Inflation Factor (VIF), with a VIF value between 1–10 indicating no multicollinearity (Sujarweni, 2024).

The effects of Job Satisfaction and Work-Life Balance on Innovative Work Behavior were analyzed using multiple linear regression as stated by Siregar (2017), with the model: $Y = a + b_1X_1 + b_2X_2 + e$, where Y is Innovative Work Behavior, X1 is Job Satisfaction, X2

is Work-Life Balance, a is the constant, b_1 and b_2 are regression coefficients, and e is the error term. The subsequent analysis included the correlation coefficient (R) to determine the strength and direction of the relationship among variables and the coefficient of determination (R^2) to determine the magnitude of the contribution of the independent variables to the dependent variable (Siregar, 2017). Correlation interpretation used intervals of 0.00–0.199 for a very weak relationship; 0.20–0.399 for a weak relationship; 0.40–0.599 for a moderate relationship; 0.60–0.799 for a strong relationship; and 0.80–1.000 for a very strong relationship. The coefficient of determination was used to measure the contribution of Job Satisfaction and Work-Life Balance in explaining Innovative Work Behavior. Hypothesis testing was conducted using the F-test and t-test at a 5% significance level ($\alpha = 0.05$). The F-test was used to test the simultaneous effect of Job Satisfaction and Work-Life Balance on Innovative Work Behavior, while the t-test was used to test the partial effect of each independent variable. An effect was considered significant when the significance value was < 0.05 and not significant when the significance value was > 0.05 (Siregar, 2017).

3. RESULTS

Validity Test

The validity test in this study was conducted to ensure that each statement item in the questionnaire was genuinely able to represent the variable being examined. The test was performed by correlating the score of each item with the total score, and the resulting r-calculated value was then compared with the r-table value. The r-table value was determined based on degrees of freedom (df) of $(n-2)$, resulting in $df = 92-2 = 90$; therefore, the r-table value at a significance level of 0.05 was 0.205. The results of the validity test for each statement item across all variables in this study are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-calculated	r-table	Description
Job Satisfaction (X1)	X1.1	0.423	0.205	Valid
	X1.2	0.367		
	X1.3	0.454		
	X1.4	0.625		
	X1.5	0.424		
	X1.6	0.499		
	X1.7	0.475		
	X1.8	0.571		
	X1.9	0.594		
	X1.10	0.647		
	X1.11	0.462		
	X1.12	0.613		
	X1.13	0.440		
	X1.14	0.501		
	X1.15	0.608		
	X1.16	0.622		
	X1.17	0.562		

	X1.18	0.325		
	X2.1	0.518		
	X2.2	0.336		
	X2.3	0.661		
	X2.4	0.729		
Work Life Balance (X2)	X2.5	0.768	0.205	Valid
	X2.6	0.710		
	X2.7	0.706		
	X2.8	0.711		
	X2.9	0.660		
	Y1.1	0.530		
	Y1.2	0.578		
	Y1.3	0.659		
	Y1.4	0.720		
	Y1.5	0.697		
Innovative Work Behavior (Y)	Y1.6	0.727	0.205	Valid
	Y1.7	0.668		
	Y1.8	0.679		
	Y1.9	0.667		
	Y1.10	0.550		
	Y1.11	0.707		
	Y1.12	0.427		

Source: Processed Data, 2026

Based on the validity test results presented in Table 1, all indicators of Job Satisfaction (X1), Work Life Balance (X2), and Innovative Work Behavior (Y) had r-calculated values greater than the r-table value of 0.205. Therefore, all research instruments were declared valid and could be used as data collection instruments in this study.

3.1.2 Reliability Test

The reliability test in this study aimed to assess the stability and consistency of each statement item in the questionnaire as a research measurement instrument. Reliability testing was conducted using Cronbach's Alpha. A statement item was considered reliable when the Cronbach's Alpha value obtained reached or exceeded the minimum threshold of 0.60. The reliability test results for all research variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliability	Description
Job Satisfaction (X1)	0.835	18		
Work Life Balance (X2)	0.821	9	0.60	Reliable
Innovative Work Behavior (Y)	0.865	12		

Source: Processed Data, 2026

Based on the reliability test results presented in Table 2, all variables in this study, namely Job Satisfaction (X1), Work Life Balance (X2), and Innovative Work Behavior (Y),

obtained Cronbach's Alpha values exceeding the established minimum threshold of 0.60. These results indicate that the statement items for each variable have a good level of consistency.

Normality Test

The normality test in this study was conducted to determine whether the data used in the analysis met the assumption of a normal distribution. For this purpose, data normality was tested using the Kolmogorov-Smirnov method as the statistical analysis technique. The data distribution was considered normal when a significance value greater than 0.05 was obtained. The normality test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	92
Test Statistic	.054
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

Based on the normality test results presented in Table 3, an Asymp. Sig. (2-tailed) value of 0.200 was obtained. This value is greater than the significance level of 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

Linearity Test

The linearity test was conducted to determine whether there was a linear relationship between the independent and dependent variables. This test used the Test for Linearity method, with the criterion that the relationship between variables was considered linear when the Sig. Linearity value was less than 0.05 and the Sig. Deviation from Linearity value was greater than 0.05. The linearity test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Result
Innovative Work Behavior * Job Satisfaction	.014	.663	Linear
Innovative Work Behavior * Work Life Balance	.000	.111	

Source: Processed Data, 2026

Based on the linearity test results in Table 4, all Sig. Linearity values were less than 0.05, while all Sig. Deviation from Linearity values were greater than 0.05. These results indicate that the relationships between the independent and dependent variables were linear.

Multicollinearity Test

The multicollinearity test in this study aimed to determine whether there was a very strong relationship among the independent variables in the regression model. High correlations among independent variables can lead to inaccuracies in estimating regression coefficients and reduce the reliability and quality of the resulting regression model. The multicollinearity test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Satisfaction	.981	1.019
	Work Life Balance	.981	1.019

a. Dependent Variable: Innovative Work Behavior

Source: Processed Data, 2026

Based on the multicollinearity test results presented in Table 5, Job Satisfaction (X1) and Work Life Balance (X2) each had a VIF value of 1.019, which was below the maximum threshold of 10.00, and a Tolerance value of 0.981, which was greater than 0.10. These results indicate that there was no multicollinearity among the independent variables in this study.

Hypothesis Testing

Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was used to examine the extent to which two or more independent variables affected the dependent variable, both jointly and separately. In addition, this analysis was also used to construct a model that could explain and predict the relationships among the variables examined. Based on the analysis using SPSS, the regression coefficient results presented in Table 6 were obtained.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.677	.562		1.205
	Job Satisfaction	.294	.134	.188	2.200
	Work Life Balance	.282	.044	.544	6.356

a. Dependent Variable: Innovative Work Behavior

Source: Processed Data, 2026

Based on the multiple linear regression results presented in Table 6, the following regression equation was obtained:

$$Y = 0.677 + 0.294X_1 + 0.282X_2$$

- 1) The constant (a) of 0.677 indicates that if Job Satisfaction (X1) and Work Life Balance (X2) are equal to zero, Innovative Work Behavior (Y) will still have a value of 0.677 units.
- 2) The regression coefficient (b1) for Job Satisfaction (X1) is 0.294 and positive, indicating that each one-unit increase in Job Satisfaction will be followed by an increase of 0.294 in Innovative Work Behavior.
- 3) The regression coefficient (b2) for Work Life Balance (X2) is 0.282 and positive, indicating that each one-unit increase in Work Life Balance will be followed by an increase of 0.282 in Innovative Work Behavior.

Multiple Correlation Coefficient Analysis (R)

The correlation coefficient in this study was used to measure the strength of the relationship between two or more variables and to determine the direction of the relationship. Correlation testing was conducted using the Product Moment method as the statistical analysis technique. The correlation coefficient test results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

No.	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600	.360	.345	.48405

Predictors: (Constant), Work Life Balance, Job Satisfaction.

Source: Processed Data, 2026

Based on the correlation coefficient test results presented in Table 7, a correlation value (R) of 0.600 was obtained. This value indicates that the relationship of Job Satisfaction and Work Life Balance with Innovative Work Behavior falls within the strong category because it is within the coefficient interval of 0.60–0.799.

Coefficient of Determination (R²)

Based on the coefficient of determination (R²) test results presented in Table 7, an R-Square value of 0.360 was obtained. This value indicates that Job Satisfaction and Work Life Balance in this study are able to explain 36.0% of the effect on Innovative Work Behavior. Meanwhile, the remaining 64.0% is influenced by other factors outside the variables examined.

Simultaneous Significance Test (F-test)

The simultaneous test (F-test) in this study was used to determine whether all independent variables jointly had a significant effect on the dependent variable. Based on simultaneous hypothesis testing using SPSS, the F-test results presented in Table 8 were obtained.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Significance
Regression	11.717	2	5.858	25.004	.000 ^b
Residual	20.853	89	.234		
total	32.570	91			

Dependent Variable: Innovative Work Behavior

Predictors: (Constant), Job Satisfaction, Work-Life Balance

Source: Processed Data, 2026

Based on the simultaneous test (F-test) results in Table 8, the calculated F-value was 25.004, which was greater than the F-table value of 3.10, and the significance value was 0.000, which was less than 0.05. Therefore, it can be concluded that Job Satisfaction and Work Life Balance jointly have a significant effect on Innovative Work Behavior.

Partial Significance Test (t-test)

The partial test (t-test) was used to analyze the effect of each independent variable separately on the dependent variable based on the hypotheses formulated in this study. Based

on partial hypothesis testing (t-test) using SPSS, the partial test results presented in Table 9 were obtained.

Table 9. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.677	.562		1.205	.231
	Job Satisfaction	.294	.134	.188	2.200	.030
	Work Life Balance	.282	.044	.544	6.356	.000
a. Dependent Variable: Innovative Work Behavior						

a. Dependent Variable: Innovative Work Behavior

Source: Processed Data, 2026

Based on the partial test (t-test) results in Table 9 above, the calculated t-values were compared with the t-table value. The t-table value was 1.986. The partial t-test results in Table 9 can be explained as follows:

- 1) Job Satisfaction (X1) obtained a calculated t-value of 2.200, which was greater than the t-table value of 1.986, and a significance value of 0.030, which was less than 0.05. Therefore, it can be concluded that Job Satisfaction has a positive and significant partial effect on Innovative Work Behavior.
- 2) Work Life Balance (X2) obtained a calculated t-value of 6.356, which was greater than the t-table value of 1.986, and a significance value of 0.000, which was less than 0.05. Therefore, it can be concluded that Work Life Balance has a positive and significant partial effect on Innovative Work Behavior.

4. DISCUSSION

The Effect of Job Satisfaction on Innovative Work Behavior

The results show that Job Satisfaction has a positive and significant effect on the Innovative Work Behavior of employees at PT Pilar Wanapersada, with a regression coefficient of 0.294, a t-value of 2.200, and a significance value of 0.030. This finding indicates that the more positively employees evaluate their work, the greater their tendency to generate and implement new ideas in their jobs. Nevertheless, the standardized beta value of 0.188 indicates that the relative contribution of Job Satisfaction to Innovative Work Behavior is lower than that of Work-Life Balance.

Conceptually, job satisfaction can provide a psychological condition that supports employees in doing more than merely completing routine tasks. When employees feel positive about their work, rewards, work relationships, and opportunities for development, they have a stronger drive to engage in work improvements and contribute ideas that benefit the organization. This result is consistent with Mustafa et al. (2021), who found that job satisfaction is positively related to innovative work behavior, including the stages of idea generation, idea promotion, and idea realization. Xie and Jin (2026) also showed that job satisfaction plays a role in encouraging employees' innovative behavior.

In the context of PT Pilar Wanapersada, innovative behavior can take the form of procedural improvements, solutions to operational problems, more efficient use of resources, or the development of more effective ways of working. This is relevant to the company's condition, in which the proportion of employees with Very Good performance decreased

from 18% in 2022 to 15% in 2024, while the number of job promotions decreased by 58.82% in 2024. These conditions cannot be stated as direct causes of innovative behavior, but they indicate the importance of maintaining work experiences that provide employees with recognition, opportunities for development, and satisfaction.

The Effect of Work-Life Balance on Innovative Work Behavior

The results show that Work-Life Balance has a positive and significant relationship with Innovative Work Behavior and provides a relatively stronger contribution than Job Satisfaction. This finding suggests that employees' ability to balance work demands and personal life is important for maintaining the time, energy, and psychological capacity required to innovate. Innovative behavior involves identifying problems, considering alternatives, developing ideas, and trying new ways of working. When work demands consume excessive time and energy, employees may still complete routine tasks, but their mental resources for reflection and idea development can become more limited.

This mechanism is particularly relevant at PT Pilar Wanapersada, where overtime increased from 46,260 hours in 2023 to 55,242 hours in 2024, or by 19.41%. High working-time demands may reduce opportunities for recovery and make it more difficult for employees to sustain the cognitive effort needed for innovation. Beckers et al. (2008) found that involuntary overtime is associated with greater fatigue and lower job satisfaction, while Rondonuwu et al. (2018) explained that high overtime can disrupt Work-Life Balance. Liu and Shi (2024) also showed that working beyond normal hours does not necessarily encourage innovative behavior and may constrain it when work pressure becomes excessive.

During the same period, participation in the Innovation Awards decreased from 10 to eight employees. Although these conditions do not establish a causal relationship, they indicate that increasing work demands occurred alongside lower participation in formal innovation activities. Therefore, Work-Life Balance is relevant not only as an employee welfare issue but also as a condition that helps preserve the mental energy and psychological space needed to identify operational problems and develop improvement ideas. This finding is consistent with Ali et al. (2022) and Wibowo (2024), who emphasized the importance of Work-Life Balance in supporting Innovative Work Behavior.

The Simultaneous Effect of Job Satisfaction and Work-Life Balance on Innovative Work Behavior

Simultaneously, Job Satisfaction and Work-Life Balance have a significant effect on Innovative Work Behavior, with an F-value of 25.004 and a significance value of less than 0.001. The R value of 0.600 indicates a strong relationship, while the R² value of 0.360 indicates that the two variables are able to explain 36.0% of the variation in Innovative Work Behavior. This finding indicates that innovative behavior is jointly influenced by how employees evaluate their work experiences and how they are able to maintain work-life balance. Satisfaction can provide the psychological drive to make a greater contribution, while work-life balance helps preserve the time and energy resources needed to develop and implement ideas. The relationship among work-life balance, job satisfaction, and innovative behavior is also supported by Xie and Jin (2026), while Mustafa et al. (2021) emphasized the role of job satisfaction across various stages of innovative behavior.

However, the R^2 value of 36.0% indicates that the remaining 64.0% of the variation in Innovative Work Behavior is explained by other factors outside the model. Thus, Job Satisfaction and Work-Life Balance are important factors, but they are not the only determinants of innovative behavior. For PT Pilar Wanapersada, this finding indicates that strengthening innovation needs to be carried out by maintaining positive work experiences while ensuring that work demands still allow employees to have the energy and space to develop improvement ideas in operational processes.

5. CONCLUSION

The findings show that Job Satisfaction and Work-Life Balance are positively associated with Innovative Work Behavior among employees of PT Pilar Wanapersada's Palm Oil Processing Plant in Lamandau Regency, Central Kalimantan. Employees with higher job satisfaction and better work-life balance tend to demonstrate stronger innovative behavior, with Work-Life Balance showing a relatively greater contribution. This indicates that innovation in operational settings depends not only on employees' positive perceptions of their jobs but also on their ability to maintain sufficient time, energy, and psychological capacity beyond routine work demands.

These findings suggest that management should strengthen Job Satisfaction through fair rewards, career development opportunities, supportive supervision, and an environment that encourages employee ideas. Greater attention should also be given to Work-Life Balance through proportional workloads, appropriate working hours, adequate rest, and regular evaluation of overtime practices. Such measures may enhance employees' capacity to identify problems, generate ideas, and contribute to operational improvements.

This study is limited to non-managerial employees at one palm oil processing plant, which restricts the generalizability of its findings. It also examines only Job Satisfaction and Work-Life Balance as predictors of Innovative Work Behavior. Future studies should involve broader organizational settings and consider additional factors such as leadership, motivation, organizational culture, creativity, work environment, and organizational support.

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