

The Role of Psychological Empowerment in Mediating the Relationship between Flexible Working Arrangements and Innovative Work Behavior

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Abstract. *In today's dynamic work environment, the rise of flexible working arrangements and psychological empowerment has sparked a keen fascination with exploring how these new approaches drive employee innovation. This study examines the role of psychological empowerment in mediating the relationship between flexible work arrangements and innovative work behavior. A quantitative approach was used with a cross-functional method. A total of 255 employees in Indonesia took part in the research by filling in instruments via Google Forms. The convenience sampling technique was implemented in this study, focusing on those with at least one year of experience in organizations with hybrid or flexible work designs. Data were analysed using SMART PLS 4.0. The results showed that psychological empowerment fully mediated the relationship between flexible work arrangements and innovative work behavior. These findings suggest that organizations should focus on designing flexible work arrangements that encourage psychological empowerment in individuals, which may ultimately lead to increased innovative work behavior.*

Keywords: *flexible working arrangements, innovative work behavior, psychological empowerment*

Abstrak. Dalam lingkungan kerja yang dinamis saat ini, munculnya pengaturan kerja fleksibel dan pemberdayaan psikologis telah memicu ketertarikan untuk mengeksplorasi bagaimana pendekatan-pendekatan baru ini mendorong inovasi karyawan. Penelitian ini bertujuan untuk menguji peran pemberdayaan psikologis dalam memediasi hubungan antara pengaturan kerja fleksibel dan perilaku kerja inovatif. Penelitian ini menggunakan pendekatan survei kuantitatif dengan metode cross-fungsional. Sebanyak 255 karyawan di Indonesia mengikuti penelitian dengan mengisi skala penelitian melalui Google Form. Teknik *convenience sampling* digunakan dalam riset ini dengan fokus pada mereka yang memiliki setidaknya satu tahun pengalaman dalam organisasi dengan desain kerja hybrid atau fleksibel. Data dianalisis menggunakan SMART PLS 4.0. Hasil penelitian menunjukkan bahwa pemberdayaan psikologis memediasi penuh hubungan antara pengaturan kerja fleksibel dan perilaku kerja inovatif. Temuan ini menunjukkan bahwa organisasi harus fokus pada perancangan pengaturan kerja yang fleksibel yang mendorong pemberdayaan psikologis pada individu, yang pada akhirnya dapat mengarah pada peningkatan perilaku kerja inovatif.

Kata kunci: pemberdayaan psikologis, pengaturan kerja fleksibel, perilaku kerja inovatif

Organizations operate in a dynamic environment that presents continuous internal and external changes. Internally, companies are increasingly adopting sustainability programs that necessitate employees' adaptation. Externally, organizations must navigate the TUNA era, a period characterized by turbulence, uncertainty, novelty, and ambiguity. Forbes introduced this term in 2016 as an acronym for a program from Oxford University Executive Education, and it has since been widely adopted, including by the Ministry of Home Affairs of the Republic of Indonesia (Hadras, 2023). Organizations today must adapt to maintain sustainability and avoid stagnation or decline. According to research by Cummings and Worley (2014), creating sustainable change requires encouraging new behaviors while staying on track. To achieve this, organizations should strategically allocate resources and make appropriate adjustments. As suggested by Robbins and Judge, fostering a culture of innovation and creating a learning organization are effective ways to achieve this (Robbins & Judge, 2018).

Encouraging innovative work behavior is an effective way to ensure the sustainability of an organization (Cummings & Worley, 2014). It is essential to prioritize innovative work behavior to maintain a competitive advantage (AlEssa & Durugbo, 2022). Innovation involves creating new products or processes and adapting existing ones. Innovative work behavior begins with generating ideas, promoting them to others, and implementing them (Janssen, 2000). Research results should be incorporated to enrich innovative work behavior, and relevant concepts and theories should be applied. One such concept is "innovation ambidexterity," which involves balancing exploration (developing new ideas and technologies) and exploitation (refining existing ones) to achieve long-term success and sustainability, as proposed by Birkinshaw and Gibson (2004). Organizations should create a culture that encourages exploration and exploitation and implement structures and processes that support both activities. This concept has gained popularity in recent years as organizations strive to balance the need for innovation with the need for efficiency and effectiveness.

In Indonesia, there is a growing trend towards fostering innovative work behavior. Many organizations have acknowledged the importance of creating a culture of innovation to remain competitive and adapt to changing market conditions. According to a survey by PwC, 80% of Indonesian CEOs believe innovation is a crucial driver for their organization's success (PwC, 2023). Another study by McKinsey found that 50% of Indonesian companies have implemented innovation initiatives, such as creating innovation labs and funding innovation projects (Agarwal et al., 2021). Additionally, a report by the World Intellectual Property Organization (WIPO) ranked Indonesia as one of the top 25 countries with the highest innovation output globally (Dutta et al., 2023). These findings suggest a growing trend toward developing innovative work behavior in Indonesia, with many organizations recognizing the importance of creating a culture of innovation to stay competitive in the market.

Examples of innovative work behavior in Indonesia include adopting new technologies and processes, developing new products and services, and implementing creative solutions to business challenges. Indonesian companies have also invested in research and development to drive innovation and create new growth opportunities. Innovative work behavior is a critical driver of economic development and competitiveness in Indonesia. For instance, PT Telekomunikasi Indonesia Tbk (Telkom Indonesia) funds startups that develop innovative products or technologies, enabling them to bring their ideas to market quickly and create new growth opportunities (Telkom, 2023). Similarly, PT Astra International invests heavily in technology and collaborates with AI-powered startups. Astra has won two awards for breakthrough innovations in the Automotive Services Industry (AsianBusinessReview, 2023).

Despite growing awareness of the importance of innovative work behavior, fostering a workplace culture that encourages innovation and creativity remains challenging. Initiatives and policies, such as promoting innovative work behavior (Hidayat & Asmara, 2017) and the National Strategy for Science and Technology Development introduced in 2019, aim to encourage research and development and increase Indonesia's competitiveness through innovation (Mustangimah et al., 2021). However, a report by the World Intellectual Property Organization (WIPO) in 2020

noted that Indonesia still faces challenges related to access to funding, infrastructure, and skills despite progress in promoting innovation and intellectual property rights (World Intellectual Property Organization, 2020). These findings suggest a gap between Indonesia's current state of innovation and what is necessary to foster a culture of innovation. Organizations must invest in research and development and encourage innovative work behavior to foster employees' innovation. Research has also shown that these investments positively impact a company's revenue growth, operating margins, total shareholder returns, employees' engagement, job satisfaction, and retention rates (Bersin et al., 2016; Hartem & Adkins, 2015). Therefore, the present research emphasizes the need to encourage innovative work behavior in organizations in Indonesia by investigating the influencing factors.

Flexible working arrangements have positively impacted employees' innovative work behavior. According to Jiang et al. (2023), when employees have the flexibility to work in environments that suit them, it can help them focus on their work and develop new ideas. This is because such arrangements encourage innovative behavior among colleagues, allowing individuals to break free from time and space constraints. Furthermore, flexible working arrangements enable employees to work together regardless of location, promoting collaboration and creativity. Likewise, PwC Indonesia's 2019 survey found that 18% of respondents want to work remotely full-time, 5% work in-person full-time, and 77% work in a hybrid model combining both (PWC, 2023). Additionally, allowing employees to work remotely can help organizations attract and retain talent by providing a more desirable work-life balance. This, in turn, fosters a more diverse and inclusive workforce, promoting innovation by exchanging different perspectives and experiences.

The benefits of flexible working arrangements on innovative work behavior have been observed in various countries, including Pakistan and Indonesia. For instance, Aziz-Ur-Rehman and Siddiqui (2019) found that flexible working arrangements, such as telecommuting and flexible schedules, were positively associated with organizational innovation in Pakistan. The authors suggest that such arrangements give employees more autonomy and control, increasing creativity and innovation.

Similarly, a report by Deloitte (2019) highlights the high demand for flexibility in the Indonesian workforce, with research underway to explore the benefits of flexible working further. Technological advances have intensified the need for flexibility and autonomy in completing assignments with the help of technology, making it a staple in the community shortly.

Implementing flexible working arrangements, such as telecommuting, job sharing, and flex time, provides employees greater control over their work schedules and more autonomy in their work processes. This newfound flexibility empowers employees to think creatively and develop new ideas, leading to higher job satisfaction and motivation. Additionally, flexible working arrangements help reduce stress and burnout (Shiri et al., 2022), fostering an environment conducive to innovative work behavior (Jiang et al., 2023). By offering flexible working arrangements, companies demonstrate their commitment to their employees' well-being (Zerhouni, 2022), trust in their time management skills, and ability (Yunus & Mostafa, 2022) to maintain their competitive edge in today's era.

Despite the potential benefits of flexible work arrangements, studies have yet to explore their impact on innovation in Indonesia. Reports indicate that FWA is crucial for sustainability and can benefit workers in terms of job satisfaction and work-life balance (Roberto et al., 2023; International Labour Organization, 2019; Jooss et al., 2021). Nonetheless, it is essential to pay attention to how FWA affects the health and well-being of individual employees. Psychological empowerment is a scientific discipline that explains mental processes in organizational life, such as perception, learning, and memory (Kinicki, 2021). Implementing FWA has gained significant attention in organizations, as it is believed to provide employees with a sense of meaning and internal motivation. Conger and Kanungo (1998) have identified four cognitive mental process domains that constitute this motivational construct. The study explores the relationship between FWA, psychological empowerment, and innovative work behavior (IWB) in Indonesia.

Prior research has demonstrated that psychological empowerment is crucial in mediating the relationship between flexible working arrangements and innovative

work behavior among employees. This aligns with the concept of a mutual gain perspective, whereby the emergence of feelings of personal well-being should accompany efforts to encourage employees to demonstrate innovative behavior. For instance, Rondi et al. (2022) found that psychological empowerment is vital in the interaction between management practices and innovation. Indrayanti (2019) also found that this concept can explain the implementation of HR practices that impact organizational performance, accompanied by a sense of well-being among employees.

Moreover, previous studies reported that psychological empowerment can mediate digital competence and job performance (Ochoa Pacheco & Coello-Montecel, 2023) and that agile practices of team autonomy and communication contribute to psychological empowerment, leading to the innovative behavior of agile teams (Malik et al., 2021). Additionally, empowerment has been found to facilitate employees' contextual performance (Ma et al., 2021). Thus, psychological empowerment is a crucial factor that mediates the relationship between flexible working arrangements and innovative work behavior. The findings of previous studies suggest that organizations should adopt practices that promote psychological empowerment among employees to achieve better organizational outcomes.

In conclusion, innovative work behavior is critical for sustainability and economic development in Indonesia. Fostering a culture of innovation and creativity in the workplace remains challenging. Flexible working arrangements can be a powerful tool for promoting innovative work behavior in employees, enabling organizations to stay competitive and adapt to changing market conditions. Additionally, psychological empowerment is necessary to cultivate innovative behavior. Therefore, this study examines the role of psychological empowerment in mediating the relationship between flexible working arrangements and innovative work behavior. The study provides insights into the complex relationship between the three variables, which can inform organizational practices. This study proposes the following hypothesis:

H1: Psychological empowerment mediates the relationship between flexible working arrangements and innovative work behavior.

Methods

Research Participants

This research used a quantitative survey approach with a cross-functional method, simultaneously providing several instruments to respondents. A total of 255 respondents participated in this research consisting of men ($n = 112$) and women ($n = 143$). The convenience sampling technique was used in this research using the criteria of employees in companies or institutions, both state and private in Indonesia, with a minimum work period of 1 year at the current company or institution. Apart from that, companies or institutions have hybrid or flexible work designs.

Research Instruments

Innovative work behavior is defined as a cognitive mental process stage that begins with creating ideas, promoting these ideas to others, and implementing these ideas in reality (Janssen, 2000). This variable was measured using the Innovative Work Behavior Scale from Janssen (2000) adopted by Etikariena and Muluk (2014). This scale has been used in Indrayanti and Ulfia's (2022) research on state-owned enterprise employees, which reported a reliability value of 0.934, indicating high accuracy and consistency. Additionally, the study found no issues with convergent and discriminant validity, demonstrating the soundness of the instrument. In this study, the reliability value was 0.861. This scale consisted of 9 (nine) items to reveal idea generation, idea promotion, and idea realization. One example of an item is: "Looking for new working methods for my job." Innovative work behavior used four Likert scale answer options from 1 (strongly disagree) to 4 (strongly agree).

Flexible working arrangements defined as flexible work that provides work-life balance, was measured using the Flexible Work Options Questionnaire or FWOQ scale (Albion, 2004) on the work-life balance dimension. This scale was adapted to Indonesian by Ham and Etikariena (2021), reporting a Cronbach Alpha coefficient of 0.75. The scale consisted of 13 items based on four dimensions, namely work-life balance, barriers-others, barriers-costs, and barriers-commitment. However, in this

study, only work-life balance is used by the argument presented in the background that the context of FWA is a flexible working arrangement that increases work-life balance. Estanio et al. (2023) stated that higher levels of well-being are associated with flexible work arrangements. In line with Kossek et al. (2021), some leaders assume that employees will automatically feel more harmony in their work-life balance when they are allowed to work flexibly. This research reveals a positive relationship between work-life balance and psychological empowerment, an essential factor in encouraging innovative work behavior. The other three dimensions reveal more about perceived barriers, making them less suitable for this study. In particular, Ham and Etikarina (2021) also conveyed the limitations of this instrument, whereby there was a suitability issue in the Indonesian context when they needed to explore the favorable and barriers sides of the FWAQ dimensions. Hence, it needs to be taken into account. There are five items with a reliability value of 0.954. One example item was: "Flexible working arrangements help me to juggle work with my personal life." The flexible working option uses a Likert scale ranging from 1 (strongly disagree) to 4 (strongly agree).

Psychological empowerment is an individual's active orientation in carrying out their role in the organization with four cognitions regarding individual's orientation towards work roles. The variable was measured by the Psychological Empowerment Questionnaire (PEQ) developed by Spreitzer (1995), adapted into Indonesian by Armelia & Sjabadhyni (2012), and used by Maloky & Indrayanti (2023) with a reliability of 0.934. The scale consisted of four dimensions: meaning, competence, self-determination, and impact. One sample item was, "I am confident in my ability to complete my work." Psychological empowerment had a reliability of 0.906 and was scored using a Likert scale from 1 (strongly disagree) to 4 (strongly agree).

Research Procedure

The study involved administering three scales to participants who met specific research criteria. Data was collected via Google Forms and distributed through various WhatsApp groups of employees. These groups were carefully selected to ensure they met the requirements above. Participants were required to fill in a Google Form link,

which included an informed consent sheet at the beginning. If participants agreed, they were asked to complete the questions after the informed consent sheet.

Data Analysis

Next, the data was analyzed using SMARTPLS to see the proposed research framework's outer and inner models. According to Henseler, Ringle, and Sarstedt (2015), SMARTPLS is a widely used structural equation modeling (SEM) analysis software. Its user-friendly interface makes it accessible to researchers with varying statistical expertise. Hair and Alamer (2022) mentioned that PLS-SEM's popularity stems from its ability to handle complex data sets with many variables and relationships between them. The software comprehensively analyzes a research framework's outer and inner models, making it a valuable tool for researchers.

Results

Table 1 shows the demographic characteristics of respondents. Of the 255 respondents, 43.9% were male and 56.1% were female. Most respondents had worked for more or less than 15 years, and only 6.2% worked for more than 16 years. Regarding work design, respondents have a fifty-fifty work design between hybrid and flexible.

Table 1.

Demographic characteristics of respondents

Demographic characteristics		n	%
Gender	Male	112	43.9
	Female	143	56.1
Tenure	1 – 5 years	95	37.3
	6 – 10 years	82	32.2
	11 – 15 years	62	24.3
	16 – 20 years	13	5.1
	> 20 years	3	1.1
Work Design	Hybrid	102	40
	Flexible	153	60

Measurement Model

Validity and reliability tests produced an outer loading of more than 0.5 to accept all items (see Table 2). According to Hair et al. (2019), reliability is acceptable if the coefficient value is between 0.6 - <0.7, good if the coefficient value is 0.7 - 0.8, and very good if the reliability value is above 0.8. This means that the reliability values of the three variables in this study are classified as very good.

Table 2.*Construct Reliability and Validity*

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Innovative Work Behavior	0.861	0.968	0.606
Flexible Working Arrangement	0.954	0.954	0.915
Psychological Empowerment	0.906	0.907	0.780

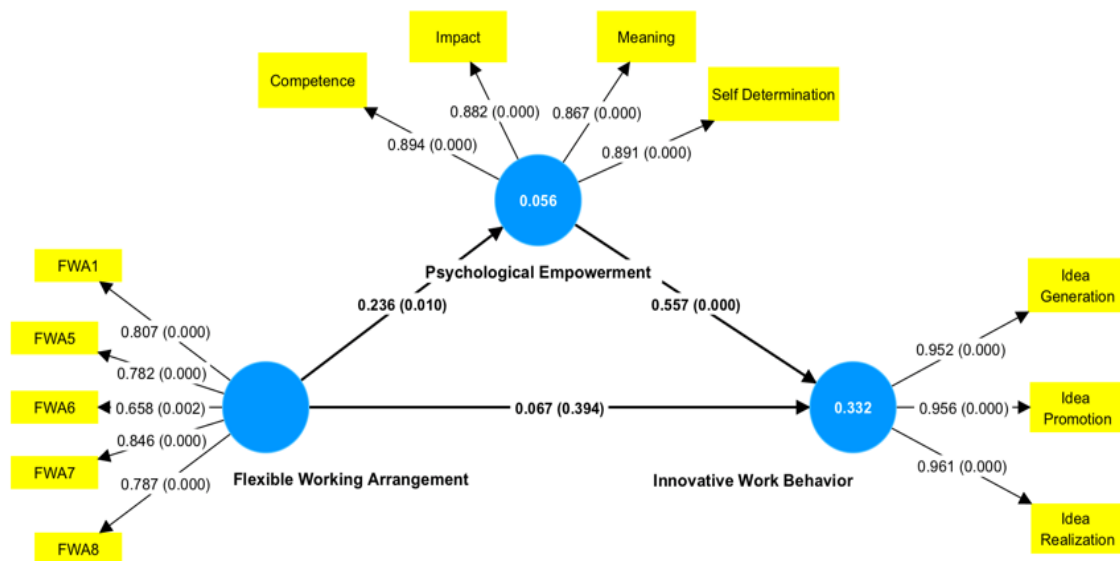


Figure 1. Path coefficient, outer-loading, and p-value model

Table 3.*Discriminant Validity*

Variable	Innovative Work Behavior	Flexible Working Arrangement	Psychological Empowerment
Innovative Work Behavior			
Flexible Working Arrangement	0.165		
Psychological Empowerment	0.615	0.214	-

Discriminant validity was tested using HTMT to see the internal confidence value (CI), which is less than or equal to 1.000, to identify whether there is no problem with discriminant validity (see Table 3).

Structure Model Evaluation

Table 4 illustrates the determinant coefficients used to evaluate the inner model, and it is found that the role of flexible working arrangements on innovative work behavior and psychological empowerment, as indicated by the R-square value was 0.332 for innovative work behavior and 0.056 for the psychological empowerment.

Table 4.
R Square Adjusted Test

Variable	R Squared	R-Squared Adjusted
Innovative Work Behavior	0.332	0.322
Psychological Empowerment	0.056	0.049

Predictive relevance was tested to see how well the model produced the observation values and the estimated parameters (Ghozali & Latan, 2015). This value was obtained using measurements from R-square, as seen in Table 4, using the Stone-Geisser Q-Square Test formula. A Q-Square value greater than zero signifies that the model possesses predictive relevance, whereas if the Q-square value is less than zero, it suggests that the model has little or No. predictive relevance (Chin, 1998). The Q-square for innovative work behavior was 0.332, while the Q square for the psychological empowerment variable had a value of 0.056. In general, the predictive value of both

variables was in the good category, where innovative work behavior had a predictive value of 33.2% and psychological empowerment was 5.6%.

Table 5.
Hypothesis Test

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (SDEV)	T statistics (O/STDEV)	P values
Flexible Working Arrangement-> Psychological Empowerment-> Innovative Work Behavior	0.132	0.145	0.053	2.463	0.014

The results of hypothesis testing show that psychological empowerment can mediate the relationship between flexible working arrangements and innovative work behavior with an original sample value of 0.132 and a p-value of 0.014 (see Table 5). Based on the results of path analysis for each relationship between variables, the role of flexible working arrangements on innovative work behavior was $b=0.199$ with a p-value of 0.004. However, when passing through psychological empowerment, the indirect influence of flexible working arrangements on innovative work behavior became insignificant, with a value of $b = 0.067$ and a p-value of 0.394 ($p > 0.005$). It means that the role of psychological empowerment can fully mediate the relationship between flexible working arrangements and innovative work behavior.

Table 6.
Path Analysis

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (SDEV)	T statistics (O/STDEV)	P values
Flexible Working Arrangement-> Innovative Work Behavior	0.199	0.223	0.099	2.013	0.004
Flexible Working Arrangement-> Psychological Empowerment	0.236	0.263	0.091	2.590	0.010
Psychological Empowerment-> Innovative Work Behavior	0.557	0.553	0.064	8.638	0.000

Figure 1 also shows that the role of psychological empowerment in the model was vast, namely $b = 0.557$ ($p < 0.000$). In contrast, the role of flexible working arrangements in psychological empowerment is more minor at $b = 0.226$ with a p-value of 0.010 ($p < 0.05$). This indicates that psychological empowerment in implementing flexible working arrangements played a vast role compared to that of flexible working arrangements directly in innovative work behavior, which was only $b = 0.199$ with a p-value of 0.004.

Discussion

This study examines the relationship between flexible working arrangements, innovative work behavior, and psychological empowerment. This finding indicates that the research hypothesis was accepted, showing that psychological empowerment mediates between flexible work arrangements and innovative work behavior. In addition, the study reveals that flexible working arrangements have no direct impact on creative work behavior unless they lead to psychological empowerment. Implementing flexible working arrangements in the study's context can encourage employees' innovative work behavior by fostering their sense of self as competent, meaningful, and capable of self-determination and impact.

The findings of this study are consistent with earlier research that has demonstrated the positive impact of flexible working arrangements on employee behavior in the workplace. Studies conducted by Chen and Fulmer (2018) and Jiang et al. (2023) have also supported this conclusion. Both studies found that employees who perceive more flexible working arrangements have higher job satisfaction and organizational commitment levels and are more likely to exhibit innovative behavior. Additionally, flexible scheduling availability was more strongly associated with job satisfaction than flexible location and hours. These studies emphasize the importance of implementing human resource policies that enable opportunities for flexible working arrangements, particularly for knowledgeable employees, to foster innovation and enhance employee satisfaction and commitment.

Moreover, the research supports the previous findings on employee attitudes, person-job fit, and person-organization fit in changing organizational situations (Boon & Biron, 2016; Chang et al., 2010). This research is consistent with previous studies that have found that employee attitudes, person-job fit, and person-organization fit are essential factors in the success of organizational change. For example, Boon and Biron (2016) found that person-job fit significantly predicted job satisfaction and performance in a changing work environment. Similarly, Chang et al. (2010) found that person-organization fit significantly predicted job satisfaction and organizational commitment in a changing work environment.

The research also supports the growing demand for flexible work arrangements, which have become increasingly common due to the COVID-19 pandemic. As employees face new challenges in balancing work and personal life, employers realize the need for flexible work arrangements to support their workforce. A survey conducted by McKinsey & Global Institute in 2021 found that some companies were already planning to transition to flexible workspaces. This decision was influenced by positive experiences with remote work during the pandemic, leading these companies to reduce the total office space required and decrease the number of workers present in the office each day (Lund et al., 2021). According to McGee et al. (2023), working from home makes employees happier and shows that they are satisfied with WFH and do not see any change in productivity.

Organizations must facilitate the adoption of flexible working arrangements in response to technological advances and the increasing trend of family commitments. Failure to do so may result in talented human resources leaving the organization. This is based on the results of Flexjob's annual survey in 2019 of 7300 people, which reported that the reason people chose a place of work, 75% was due to work-life balance considerations, 45% was due to family, and as many as 30% of workers reported leaving their jobs because the jobs did not offer choices flexible work, 80% said they would be more loyal to their employer if given flexible work options, and 52% of respondents had tried to negotiate flexible work arrangements with their employer (FlexJob, 2019).

Psychological empowerment is a motivational state that encourages proactive work behavior (Parker et al., 2006), leading to increased inspiration and innovation (Yasir et al., 2023). Organizations can empower employees psychologically by providing value in their work, resulting in satisfaction and greater control over initiating change and innovative behavior (Taibah & Ho, 2023). This research confirms that psychological empowerment significantly contributes to innovative work behavior.

The notion of interaction between flexible working arrangements, psychological empowerment, and innovative work behavior aligns with the job design model, which suggests that granting employees independence can prompt psychological experiences that lead to meaningful work. As a result, this boosts an employee's intrinsic motivation to behave positively in the workplace (Gultom et al., 2022). Additionally, flexible working arrangements combined with psychological empowerment can promote positive behavior, such as innovative work behavior, and decrease mental health issues in the workplace (Zaza et al., 2023). Therefore, more research should be conducted to investigate this matter further. In this sense, they can contribute to positive workplace behaviors such as innovative work behavior and mitigate mental health issues in the workplace. Further research is still needed to explore the relationship between these factors and understand how they can be leveraged to create a more productive and fulfilling work environment.

However, more than providing flexible working arrangements, bridging the gap between the ideal and actual work scenarios is necessary when promoting innovative work behavior among Indonesian employees. While flexible working arrangements can give employees greater autonomy and control over their work, other obstacles to innovation must be addressed. For instance, Ariffin et al. (2016) found that, although flexible working arrangements positively associated with innovation in Malaysian organizations, other elements, such as leadership support and organizational culture, were also crucial. Similarly, Bhatti et al. (2021) discovered that while flexible working arrangements positively associated with innovation in Pakistani organizations, other factors like training and development, technology adoption, and collaboration were

also essential. These findings suggest that while flexible working arrangements can boost innovation, they may need to be accompanied by other strategies and interventions to address the complex barriers to innovation in various contexts. Therefore, further research is required to investigate the other factors influencing innovative work behavior while implementing flexible working arrangements.

The present study is limited by its specific contextual parameters, which may hinder the generalizability of the findings to other settings. Additionally, the sample size needed to be bigger, which may have resulted in the analysis's insufficient statistical power. Moreover, the study relied on self-reported measures prone to bias and social desirability effects. To address these constraints, future research could conduct larger-scale studies with more diversified samples and employ multiple data sources to corroborate the findings. By doing so, future studies could provide a more comprehensive understanding of the phenomenon under investigation.

Conclusion

In conclusion, this study provides valuable insights into the relationship between flexible working arrangements, psychological empowerment, and innovative work behavior. The findings suggest that flexible working arrangements encourage employees' innovative work behavior by fostering their sense of psychological empowerment. Additionally, the study highlights the importance of addressing other factors, such as leadership support, organizational culture, training and development, technology adoption, and collaboration, when promoting innovation in the workplace.

Furthermore, the study confirms the importance of psychological empowerment in promoting innovative work behavior. Organizations can empower employees psychologically by providing value in their work, resulting in satisfaction, greater control over initiating change, and innovative behavior. The study highlights the need for more research to investigate the other factors influencing innovative work behavior while implementing flexible working arrangements. Overall, the findings have important implications for organizations seeking to promote innovative work behavior and improve employees' work-life balance. By implementing flexible working

arrangements and fostering psychological empowerment, organizations can create a more positive work environment, boost innovation, and retain talented human resources.

Suggestions

Organizations can offer employees more autonomy and control over their work and opportunities for skills development and ongoing learning. Additionally, providing clear and meaningful goals, feedback, and recognition can increase an employee's sense of competence and influence. Lastly, organizations may consider offering resources and support to help employees balance their work and personal lives, as this can help increase their sense of self-determination and overall well-being. By prioritizing these factors in designing flexible work arrangements, organizations can encourage psychological empowerment and ultimately increase innovative work behavior among employees.

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