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ENTREPRENEURIAL LEADERSHIP, WORK LIFE BALANCE, AND SELF EFFICACY ON INNOVATIVE WORK BEHAVIOR

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Abstract

This research investigates factors associated with Innovative Work Behavior among alumni entrepreneurs of Sekolah Tinggi Ilmu Ekonomi (STIE) Satria. Entrepreneurial leadership, work life balance, and self-efficacy were positioned as the independent variables. A quantitative design with a survey technique was applied to 41 STIE Satria graduates who run businesses and were selected through purposive sampling. The investigation was conducted between February and April 2025, while the information obtained was analyzed through multiple linear regression techniques. The results indicate that *Entrepreneurial Leadership*, *Work life Balance*, and *Self-Efficacy* play an essential role in shaping innovative work behavior. These results emphasize that strengthening leadership with an entrepreneurial orientation, maintaining balance between work and personal life, and increasing self-confidence are important for encouraging innovative behavior among alumni entrepreneurs. The practical implication of this research is that the three variables can support entrepreneurs in developing and applying new ideas in their business activities.

Keywords: Entrepreneurial Leadership, Work Life Balance, Self Efficacy, Innovative Work Behavior

INTRODUCTION

Business competition is becoming more intense, requiring human resources to possess more than just technical skills and routine knowledge. They need creativity, independence, and the capacity to develop innovative solutions. Entrepreneurship has an important position in economic development because it contributes to job creation and strengthens competitiveness (Wiklund & Shepherd, 2003 in Naluriani & Suharyadi, 2025). Within Indonesia, this involvement can be observed through the existence of Micro, Small, and Medium Enterprises (MSMEs), contributing above 60% to the country's Gross Domestic Product.

The Cambridge Dictionary defines an entrepreneur as someone who starts and manages a business by transforming ideas into actual business activities. This role involves courage to take risks, problem-solving skills, adaptability, resilience, passion, and financial awareness. Entrepreneurs must continually innovate, not only with new products but also by improving work processes, marketing strategies, and adjusting to changes in the business environment. Therefore, innovative work behavior is crucial for supporting business performance.

Sekolah Tinggi Ilmu Ekonomi (STIE) Satria, a private higher education institution in Purwokerto, has graduated over 1,000 students working in various fields, including state-owned enterprises, private companies, and entrepreneurial ventures.

Graduates who become entrepreneurs are expected to do more than run their businesses; they should generate ideas, seek support, and implement them practically. Entrepreneurs exhibiting strong innovative work behavior are generally better at responding to

market shifts, building competitive advantages, and increasing efficiency through new ideas. Such behavior is influenced by internal and external factors.

This research emphasizes *Entrepreneurial Leadership*, *Work life Balance*, and *Self-Efficacy* as variables capable of stimulating innovative behavior. Entrepreneurs who demonstrate strong leadership, maintain balance, and believe in their capabilities tend to take more risks and respond creatively to market uncertainties. Consequently, these factors support innovation success and help entrepreneurs become more resilient in competition. Developing innovative work behavior is essential because it serves as a valuable resource for achieving business goals.

Referring to the explanation presented earlier, the central issue examined concerns the effect of *Entrepreneurial Leadership*, *Work life Balance*, and *Self-Efficacy* on the innovative work behavior of entrepreneurial graduates from STIE Satria. Therefore, the purpose of this research is to examine the influence of *Entrepreneurial Leadership*, *Work life Balance*, and *Self-Efficacy* toward innovative work behavior among entrepreneur graduates of STIE Satria.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Innovative Work Behavior

Innovative work behavior may be interpreted as deliberate conduct performed by individuals in generating, presenting, and implementing fresh ideas within occupational duties, groups, or organizations to enhance performance (Janssen, 2003). Janssen (2000) and Maryati & Makarim (2025) further explain this conduct as an individual capability in generating, expanding, and implementing ideas that are unique and beneficial within the work environment.

The primary purpose of innovative work behavior is enhancing the standard of products, services, and organizational procedures (Nathaniel & Dewi, 2024; Rafiqah & Khair, 2025). Through innovation, business actors can identify areas that need improvement and create greater value. Innovation also provides benefits for organizations and individuals, such as better organizational functions, suitability between work and ability, higher job satisfaction, and more effective interpersonal communication (Janssen, 2000; Wibowo et al., 2025).

Innovative work behavior cannot emerge in the absence of supportive circumstances. This behavior may develop because of internal aspects like *Self-Efficacy* alongside external aspects including *Entrepreneurial Leadership* and *Work life Balance*. Hammond et al. (2011) explain that workplace innovation at the individual level is affected by individual differences, motivation, job characteristics, and contextual factors. The indicators of innovative work behavior consist of three dimensions: idea generation, which includes creating ideas and finding solutions; idea promotion, which refers to gaining support and approval for ideas; and idea realization, which involves applying useful ideas in practice (Janssen, 2001).

Entrepreneurial Leadership

Entrepreneurial leadership is the capacity of a person to guide and organize others toward shared goals by using entrepreneurial actions, such as being proactive, taking risks, identifying opportunities, accepting responsibility, and responding to change in a dynamic environment (Thornberry, 2006). Covin and Slevin (2002) also explain that entrepreneurial leadership involves influencing others to organize resources strategically in order to capture opportunities and generate benefits.

The indicators of entrepreneurial leadership in this study refer to Lee and Tsang (2001), which include the ability to motivate, a visionary orientation, proactiveness, creativity, risk-taking, achievement orientation, and perseverance (Fatoni et al., 2021).

Entrepreneurial Leadership has a strong connection with innovative work behavior since this type of leadership promotes creativity, exploration of opportunities, and readiness to experiment with new methods. Previous studies found that entrepreneurial leadership can strengthen innovative behavior in the workplace (Bagheri et al., 2020; Maryati & Makarim, 2025). Research by Maryati & Makarim (2025) and Rumijati & Hakim (2023) also shows a positive and significant relationship between entrepreneurial leadership and innovative work behavior.

H1: Entrepreneurial leadership has a positive effect on the innovative work behavior of STIE Satria alumni entrepreneurs.

Work life balance

Work life Balance refers to an individual capacity in organizing occupational obligations together with personal responsibilities in order to preserve satisfaction within the workplace (Safaruddin et al., 2020). Fisher (2001) defines it as an effort to balance two or more roles. Greenhaus et al. (2003) describe this balance as full involvement and attention in each life role. In the same manner, Hill et al. (2014) explain that *Work life Balance* concerns preserving balance across the various roles performed by individuals.

The *work life balance* dimensions applied within this research refer to Fisher in Valen (2017), covering equilibrium of time allocation, conduct, pressure, and energy across occupational and non occupational responsibilities (Fatoni et al., 2021). Rincy and Panchanatham (2010) additionally state that *work life balance* emerges when clashes between roles are minimal and people can perform optimally within occupational and household spheres. Rafiqah and Khair (2025) likewise revealed that *work life balance* positively and significantly affects innovative work behavior.

H2: Work life balance has a positive effect on the innovative work behavior of STIE Satria alumni entrepreneurs.

Self-efficacy

Bandura (2002) describes *self efficacy* as personal confidence regarding the ability to control circumstances and accomplish intended results. In this study, self-efficacy is measured through several indicators, including confidence in completing work tasks, motivating oneself to finish work, making strong efforts, facing obstacles, and completing tasks in different conditions.

Self-efficacy is expected to support innovative work behavior. Individuals who believe in their abilities tend to be more motivated to search for new ideas and are more willing to take risks when solving work problems. High *self efficacy* may stimulate effectiveness together with innovative conduct (Michael et al., 2011; Hsiao et al., 2011). Prabowo et al. (2022) identified that *self efficacy* has a substantial impact on workplace innovation. However, Putri & Rini (2021) and Wijayana et al. (2022) found different results, showing that self-efficacy did not significantly affect innovative work behavior (Izza et al., 2024).

H3: Self-efficacy has a positive effect on the innovative work behavior of STIE Satria alumni

RESEARCH METHODS

The study applied a quantitative approach, and the data were collected through a survey. The population consisted of 387 STIE Satria graduates who had become entrepreneurs. The sample was determined through purposive sampling by selecting alumni who had operated a business for at least two years. Using the Slovin formula in Umar (2002), the study involved 41 respondents. The study instrument was composed of structured statements evaluated through a five point Likert scale. Information gathering was conducted during February until April 2025. Data processing employed multiple linear regression together with t test analysis. Prior to conducting the primary examination, validity and reliability assessments were implemented to confirm that every indicator was appropriate and dependable. Descriptive analysis was additionally utilized to display the findings more clearly.

Instrumen

Entrepreneurial leadership was measured using seven indicators adapted from Lee and Tsang, namely the ability to motivate, visionary orientation, proactiveness, creativity, risk-taking, achievement orientation, and persistence. One item used in this instrument was, "The ability to motivate team members to develop." Work life balance was measured using Fisher's instrument in

Valen (2017), which consists of six indicators: time balance, time management, behavior, involvement in family and work, satisfaction with work life, and satisfaction with family relationships. An example item was, "Having sufficient time for family." Self-efficacy was measured using Bandura's (2002) instrument, consisting of five indicators: confidence in completing tasks, confidence in motivating oneself, confidence in making strong efforts, confidence in overcoming obstacles, and confidence in completing tasks in various situations. One example item was, "Confident in being able to complete tasks."

Innovative work behavior was assessed through the measurement instrument introduced by Janssen (2000). The instrument consists of six items grouped into three stages. Idea generation includes creating ideas and providing solutions to problems. Idea promotion refers to gaining support and approval for innovative ideas. Idea realization relates to the usefulness of ideas and their implementation into practical applications. One example of the statement used in this instrument was “Creating new ideas at work.”

RESULTS AND DISCUSSION

Characteristic of respondent

Table 1 displays respondent profiles. Viewed from the age category, 31% of participants were under 30 years, 59% ranged from 30 to 35 years, while 10% exceeded 35 years of age. Based on gender, 63% of respondents were male and 37% were female. In terms of business activity, 39% were engaged in services, 34% in merchandising, and 27% in manufacturing.

Table 1. The characteristics of the respondent

Items	Groups	n	(%)
Age	Below 30	13	31
	30 - 35	24	59
	Older than 35	4	10
Gender	Male	26	63
	Female	15	37
Business Activity	Service	16	39
	Merchandising	14	34
	Manufacturing	11	27

Validity Test

The validity assessment was conducted through comparison between every item correlation score and the Pearson Product Moment standard at a 5% significance level. The minimum benchmark established was 0.308. Findings demonstrated that all item correlation scores exceeded 0.308, signifying that the research instrument fulfilled validity requirements.

Reliability Test

The reliability examination indicates that every variable obtained Cronbach's Alpha scores greater than 0.60. The recorded values consisted of 0.873 for Innovative Work Behavior (Y), 0.826 for *Entrepreneurial Leadership* (X1), 0.716 for *Work life Balance* (X2), and 0.873 for *Self-Efficacy* (X3). Accordingly, all variables satisfied the reliability criterion.

Descriptive statistics

Table 2: Mean Category Classification

Interval	Description
1.0 – 1.8	Very low
1.8 – 2.6	Low
2.6 – 3.4	Moderate
3.4 – 4.2	High
4.2 – 5.0	Very high

The following tables present the descriptive statistics for entrepreneurial leadership, work life balance, self-efficacy, and innovative work behavior.

Table 3: Descriptive Statistics of Entrepreneurial Leadership

Statement	Means	Std deviasion
Ability to motivate team members to grow	4.10	0.501
Able to communicate the vision clearly	4.21	0.502
Always acts quickly before competitors take action	3.45	0.498
Seeks ways to create added value	4.63	0.485
Dares to make decisions despite the risks	3.85	0.322
Achievement-oriented	4.09	0.433
Persistent in running the business	4.29	0.421
Total Mean	4.09	

The descriptive examination of entrepreneurial leadership generated an average total score of 4.09. The result signifies that the entrepreneurial leadership among STIE Satria alumni entrepreneurs belongs to the high classification.

Table 4: Descriptive Statistics of Work Life Balance

Statement	Means	Std deviasion
Having sufficient time for family	4.10	0.401
Able to manage work time and personal time well	4.21	0.500
Remaining focused at work without neglecting family	3.45	0.450
Feeling involved in both family and work activities	3.70	0.432
Feeling satisfied with one's work life	3.91	0.421
Feeling satisfied with family and social relationships	4.00	0.500
Total Mean	3.89	

The *Work life Balance* variable recorded an overall average value of 3.89. These findings indicate that the *Work life Balance* among entrepreneurial graduates of STIE Satria falls within the elevated category.

Table 5: Descriptive Statistics of Self Efficacy

Statement	Means	Std deviasion
Confidence in being able to complete work	4.10	0.501
Confidence in being able to motivate oneself	4.71	0.502
Confidence in being able to work hard to complete work	3.95	0.498
Confidence in being able to face obstacles	4.98	0.300
Confidence in being able to complete every task in various situations	4.29	0.421
Total Mean	4.41	

The self-efficacy variable had a total mean score of 4.41. Based on the mean category, the self-efficacy of STIE Satria alumni entrepreneurs is included in the very high category.

Table 6: Descriptive Statistics of Innovative Work Behavior

Statement	Means	Std deviasion
Creating new ideas at work	4.50	0.401
Providing solutions to problems	4.21	0.400
Convincing others of the ideas that I create	3.45	0.640

Striving to gain approval for new ideas	4.00	0.432
The ideas created are useful in work	4.01	0.421
Implementing new ideas into applications that can be carried out	4.00	0.402
Total Mean	4.02	

The innovative work behavior variable generated an aggregate mean value of 4.02. This figure signifies that the innovative work behavior demonstrated by STIE Satria alumni entrepreneurs belongs to the high classification.

Classical Assumption Test

Normality Test

The normality assessment employed the Kolmogorov Smirnov technique. The Asymp. Sig. (2 tailed) result reached 0.432, exceeding 0.05. Accordingly, the dataset may be regarded as normally distributed.

Multicollinearity Test

The examination demonstrated that the independent variables consisting of *Entrepreneurial Leadership* (X1), *Work life Balance* (X2), and *Self-Efficacy* (X3) were free from multicollinearity symptoms. This interpretation is reinforced through tolerance scores exceeding 0.10 together with VIF scores under 10.

Heteroscedasticity Test

The heteroscedasticity analysis produced significance scores of 0.866 for *Entrepreneurial Leadership*, 0.901 for *Work life Balance*, and 0.887 for *Self-Efficacy*. Since all significance values were higher than 0.05, the regression model did not indicate heteroscedasticity.

Data Analysis Result and Hypothesis Test

Coefficient of Determination Test (R^2)

The coefficient of determination evaluation generated an R Square result of 0.691. This finding implies that *Entrepreneurial Leadership*, *Work life Balance*, and *Self-Efficacy* contribute 69.1% toward variations in innovative work behavior. Meanwhile, the remaining 30.9% originates from variables beyond the framework applied in this research.

Table 7. Coefficient of Determination Results (R^2) Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773[a]	.691	.586	.850

Source: Research data, processed in 2025.

Multiple Linear Regression Analysis Test and t-Test

Table 8. Results of Multiple Regression Analysis and t-Test Statistics

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.759	1.072		2.630	.000
	Entrepreneurial Leadership (X1)	.218	.042	.404	4.959	.000
	Work Live balance (X2)	.204	.038	.301	3.141	.000
	Self-Efficacy (X3)	.263	.033	.427	5.667	.000

Source: Research data, processed in 2025.

Referring to the regression findings presented in Table 8, the multiple linear regression formulation appears as follows:

$Y = 2,759 + 0,218 (X1) + 0,204 (X2) + 0,263 (X3) + \varepsilon$

Hypothesis Testing

Hypothesis examination applied a one tailed t test with a significance threshold of 0.05. The t table score utilized for comparison reached 1.687.

The Effect of Entrepreneurial Leadership on Innovative Work Behavior

The calculated t value for *Entrepreneurial Leadership* reached 4.959, surpassing the t table score of 1.687. The significance result stood at 0.000, below 0.05. These outcomes confirm that *Entrepreneurial Leadership* exerts a positive and significant influence on innovative work behavior. Consequently, Hypothesis 1 is approved.

The Effect of Work Life balance on Innovative Work Behavior

The t count value of *Work life Balance* was 3.141, higher than 1.687. The significance result reached 0.000, which is below 0.05. These findings demonstrate that *Work life Balance* provides a positive and significant effect on innovative work behavior. Thus, Hypothesis 2 is approved.

The Effect of Self Efficacy on Innovative Work Behavior

The calculated t value of *Self-Efficacy* reached 5.667, exceeding the t table score of 1.687. The significance level obtained was 0.000, below 0.05. These findings demonstrate that *Self-Efficacy* gives a positive as well as significant contribution to innovative work behavior. Accordingly, Hypothesis 3 was confirmed.

DISCUSSION

Effect of Entrepreneurial leadership on Innovative work behavior

The hypothesis examination confirms that *Entrepreneurial Leadership* produces a positive and meaningful impact on innovative work behavior. This condition signifies that higher *Entrepreneurial Leadership* encourages greater innovative work behavior among business actors. Leaders with entrepreneurial characteristics can encourage the creation of new ideas, support calculated risk-taking, and provide a clear business direction. In addition, entrepreneurial leadership can give individuals wider responsibility and encourage them to be more involved in decision-making. The findings of this research correspond with Hakim (2024) and Pradipta (2023), who identified that *Entrepreneurial Leadership* exerts a positive and significant influence on innovative work behavior.

Effect of Work Life balance on Innovative work behavior

The outcome of the second hypothesis test demonstrates that *Work life Balance* has a positive and significant influence on innovative work behavior. This evidence indicates that entrepreneurs capable of balancing occupational responsibilities and personal activities properly are more likely to display innovative behavior.

A balanced condition allows individuals to manage time, control behavior, participate in family and work activities, and maintain satisfaction in their work and social relationships. These conditions may create a more stable psychological state, which supports the process of generating and applying new ideas in business activities. This evidence strengthens the research carried out by Rafiqah and Khair (2025) along with Hakim (2024), explaining that *Work life Balance* positively and significantly contributes to innovative work behavior.

Effect of Self Efficacy on Innovative work behavior

The third hypothesis assessment reveals that *Self-Efficacy* positively and significantly influences innovative work behavior. *Self-Efficacy* describes a person's belief in accomplishing assignments and attaining success under particular conditions. Entrepreneurs possessing high *Self-*

Efficacy tend to confront challenging tasks, explore more effective problem solving methods, and persist despite obstacles. Such confidence may encourage the growth of innovative behavior. This outcome aligns with the discoveries of Michael et al. together with Ristian and Ekhsan, who explained that *Self-Efficacy* positively and significantly affects innovative work behavior.

CONCLUSION

According to the research findings, *Entrepreneurial Leadership*, *Work life Balance*, and *Self-Efficacy* positively contribute to the innovative work behavior of entrepreneur alumni from STIE Satria. Therefore, efforts to improve innovative behavior can be directed toward strengthening entrepreneurial leadership, maintaining work-life balance, and increasing self-efficacy among entrepreneurs who graduated from STIE Satria Purwokerto.

Future studies are encouraged to include other variables or develop broader research models to explain innovative work behavior more comprehensively. Since this study relied on a questionnaire-based survey, the conclusions are limited to written responses from respondents. Further research may combine questionnaires with interviews or other data collection methods to obtain deeper and more detailed information.

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