



RESEARCH ARTICLE

The Influence of Organizational Commitment, Work Flexibility and Work Load on Employee Performance with Innovative Work Behavior as an Intervening Variable at PT. Ruang Raya Indonesia

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Abstract

PT. Ruang Raya Indonesia (Ruangguru) is the largest technology company in Indonesia that focuses on education-based services. Ruangguru develops various technology-based learning services, including virtual classroom services, online platform tests, subscription learning videos, private tutoring marketplaces, and other educational content that can be accessed through the Ruangguru website and application. Ruangguru has a mission to provide and expand access to quality education through technology for all students, anytime and anywhere, and also aims to improve the quality of teachers by creating jobs and additional income for teachers in Indonesia. Ruangguru believes that by improving the quality of teachers, the quality of education in Indonesia will also improve, and is determined to continue to develop our services and collaborate with various parties to achieve the desired goals. The purpose of this study was to determine the effect of organizational commitment, work flexibility, and workload on employee performance with innovative work behavior as an intervening variable at PT. Ruang Raya Indonesia. This study uses a quantitative method with primary data sources obtained from distributing questionnaires. The research population is employees of PT. Ruang Raya Indonesia. The selection of respondents was carried out using the saturated non-probability sampling method with a total of 93 respondents. The data analysis method uses descriptive analysis and SEM-PLS analysis. The results of the study indicate that the variables of organizational commitment, work flexibility, and workload affect employee performance with innovative work behavior as an intervening variable at PT. Ruang Raya Indonesia.

Keywords

Organizational Commitment; Work Flexibility; Workload; Innovative Work Behavior; Employee Performance.

1 | INTRODUCTION

Employee success is closely related to the achievement of company goals, making human resources (HR) a key element in the organization. Quality HR is needed to ensure operational effectiveness and company competitiveness. Human resources include aspects of thinking, communicating, and carrying out technical and managerial tasks with good ethics. However, employee performance often does not meet expectations, thus creating challenges for management. Therefore, understanding the factors that influence employee performance is crucial.

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, and is an important element in the company. In order to improve employee performance, there are many ways that managers can do. Griffin (2018: 128) and Junianto et al. (2020) state that performance is the result of the work and responsibilities carried out by employees. To achieve this, companies need to have professional and high-potential resources. According to Erlani et al. (2024), performance shows the level of success of a person in carrying out their duties and their ability to achieve predetermined targets. Optimal employee performance not only provides benefits for individuals, but also for the organization as a whole. Factors such as work ability, work environment, self-awareness and employee involvement play an important role in increasing organizational productivity (Mujanah, 2020; Sumiati, 2021). Various factors can affect employee performance, such as organizational commitment, work flexibility, workload and innovative work behavior. Overall, research on employee performance is very important to understand the factors that influence employee performance which will ultimately increase company productivity.

Many things support human resources to have good quality and performance, one of which is the commitment of the employee concerned to the company where he is. Organizational commitment is an emotional bond between employees and the organization that arises because of the desire to achieve a goal and the desire to maintain membership as part of the organization and this is what makes employees remain in an organization both in pleasant and unpleasant conditions. The strength of the employee's commitment to the company also determines the nature and behavior of the employee while in the company. Organizational commitment encourages employees to maintain their jobs and show the results they should. Employees who have a high commitment to the company tend to show good quality, more totality in working and the turnover rate towards the company is also low.

Davis & Newstrom (2014) research found that excessive workload, limited working hours, lack of adequate responsibility, and differences in values with the company will cause job stress. There is a close relationship between workload and job stress, where changes in workload tend to affect employee stress levels (Robbins & Judge, 2018). When the workload increases without being balanced by adequate time to complete tasks, employees are at risk of experiencing health problems, both physically and mentally (Hart & Cooper, 2001: 18). Stress or other mental health disorders in employees can contribute to increased levels of absenteeism and job dissatisfaction (Hastuti & Timming, 2023).

Buruck et al. (2020) and Gnanlet et al. (2021) revealed that emotional exhaustion is positively related to workload, and negatively related to work flexibility. Therefore, work flexibility can help reduce symptoms of exhaustion in employees, while workload can increase it. Work time flexibility is a compressed work time discussed earlier giving employees time off during "normal" working hours, but they still follow the regular and predetermined hours on the days when they work and the main advantage of this approach is that workers can arrange their work days to suit their personal needs (Griffin, 2018: 209). Work flexibility is also the ease of working to meet the needs of both employees and the company. This refers to the ability to adjust working hours, work location, and how to work. In order for this to happen, companies usually set rules regarding working conditions. This employee work flexibility has been implemented by PT. Ruang Raya Indonesia.

Ahdianita & Setyaningrum (2024) and Sofyan & Elmi (2024) stated that work flexibility affects job satisfaction and employee performance. Furthermore, Irwansyah & Ferine (2024) and Dewi (2024) also showed that work flexibility has a positive effect on employee performance. Shanker et al. (2017) stated that innovative work behavior plays a mediating role in the relationship between organizational climate for innovation and organizational performance. Innovative work behavior is an attitude of introducing, proposing and implementing new ideas, products, and procedures into one's work. This innovative work behavior is important to maintain the company's competitiveness and increase employee work productivity (Aditya & Ardana, 2016). Maulidina et al. (2022) stated that job insecurity has a negative effect on innovative work behavior. Next Leong & Rasli (2014) examined how employees use innovative work behaviors to achieve performance, and the results revealed that employees, who are employed in cross-functional capacities and deal with market or customer environments, tend to exhibit higher levels of job-role performance compared to those in strictly related divisions.

PT. Ruang Raya Indonesia (Ruangguru) is the largest technology company in Indonesia that focuses on education-based services. Ruangguru develops various technology-based learning services, including virtual classroom services, platform test online, subscribe learning videos, marketplace private lessons, and other educational content that can be accessed through the Ruangguru website and application. Ruangguru has a mission to provide and expand access to quality education through technology for all students, anytime and anywhere, also aims to improve the quality of

teachers by creating jobs and additional income for teachers in Indonesia. Ruangguru believes that by improving the quality of teachers, the quality of education in Indonesia will also improve, and is determined to continue to develop our services and collaborate with various parties to achieve the goals to be achieved.

Along the way, it is seen that many employees are still making efforts to initiate/create ideas so that personal performance growth can be better for their career growth even with very minimal supervision. Of course, this will create positive work behavior and in the future can produce good performance for the company. One of the employee innovation activities is the increasing number of programs such as IHT (In House Training) to develop leadership communication for OSIS administrators (chairmen and staff) with an impact on the company, the emergence of ongoing engagement between schools and companies, intensive UTBK programs (test-based national selection), teacher training for the latest curriculum. This condition highlights the urgency to understand how employees can adapt by remaining committed to being productive and innovative amidst increasing expectations and work pressures. Therefore, efforts to initiate/create ideas are needed so that personal performance growth can be better even with very minimal supervision.

Several studies have examined the relationship between innovative work behavior and employee performance with activities carried out by the company. By using software VOSviewer and metadata from Publish or Perish with keywords organizational commitment, work flexibility, workload, innovative work behavior and employee performance obtained 40 items and 5 research clusters that are distinguished by color that discuss research topics on employee performance already have many relationships. This can be seen from the Overlay Visualization in Figure 1.1. Meanwhile, when viewed from the research density visualization, employee performance shows an almost bright picture. Density visualization can be seen in Figure 1.2.

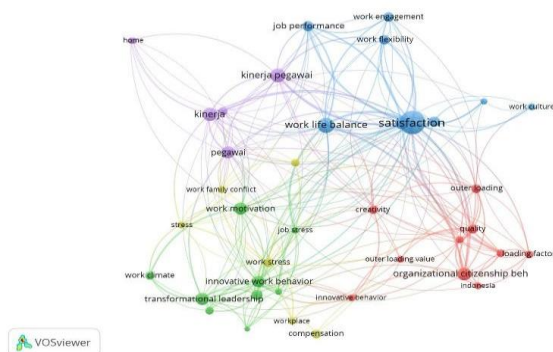


Figure 1. Visualiasi Overlay

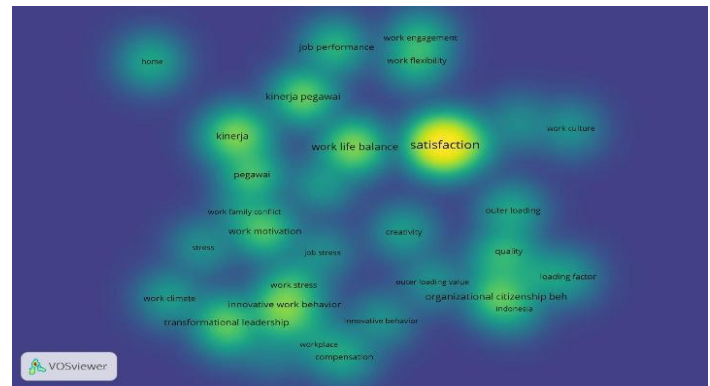


Figure 1. Density visualization

From a survey of the extant literature, using single conceptual lenses, an association of the links between organizational commitment, work flexibility, workload, innovative work behavior, and employee performance has not been given exhaustive reviews. We address this gap in the literature by developing a model where innovative work behavior serves as a mediator. This point is a novel one, especially in the industry of educational business. We use PT Ruang Raya Indonesia as the object of empirical study of relationship between these five variables. The intermediary role of Innovative work behavior, in their study design provided supplementary analytic significance. According to the relevant theoretical basis, I propose the following ten hypotheses: (1) Organizational commitment influences employees' innovative work behavior; (2) Organizational commitment influences employees' performance; (3) The influence of organizational commitment on employees' performance is mediated by innovative work behavior; (4) Work flexibility influences employees' innovative work behavior; (5) Work flexibility influences employees' performance; (6) The influence of work flexibility on employees' performance is mediated by innovative work behavior; (7) Workload influences employees' innovative work behavior; (8) Workload influences employees' performance; (9) The influence of workload on employees' performance is mediated by innovative work behavior; (10) Influential innovative work behavior is found in employees' performance, A research framework depicting of the relationship between the research variables can be constructed according to the problems and literature review as shown in Figure 3.

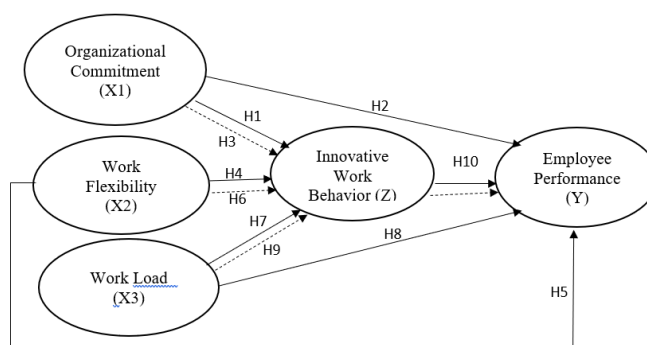


Figure 3. Research Conceptual Framework

2 | BACKGROUND THEORY

Human Resource Management

Human resource management is a procedure for managing humans in an organization so that they can play an effective and efficient role. Management consists of six (6M) elements, namely: Men, Monet Method, Material, Machine, and Market. The human element (Men) has developed into a field of management science called human resource management. The following are the opinions of experts on the definition of human resource development. Gary Dessler (2010: 146) that human resource management is the science and art of managing the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society. Meanwhile, Armstrong (2019: 17) states that human resource management is related to all aspects of how people work and are managed in an organization, including human resource planning, performance management, learning and human resource development. And the view of Rivai and Sagala (2021: 18) states that human resource management is one of the general management fields that includes aspects of planning, organizing, implementing and controlling human resources in an organization.

Resource Based View (RBV)

Theory resource based view is a theory first pioneered by Wernerfelt (1984) which emphasizes that rare, valuable, difficult to imitate and non-substitutable internal resources can be a source of competitive advantage. Nimtrakoon (2015) states that not all resources owned by a company have the same value to create sustainable competitive advantage. This is relevant to the current situation, where companies are required to pay more attention to intangible resources, one of which is intellectual capital (Soewarno & Tjahjadi, 2020). Where the intellectual capital owned by companies that follow the proper program which is said to be a step, difficult to imitate and valuable, namely; employed capital (managing tangible assets efficiently in the company's operational activities, because intellectual capital cannot create value without capital employed), structural capital (integrated information systems, efficient business processes and technology that supports innovation and has a large database to support sustainable decision making) and Human Capital (employees who have the knowledge, abilities and skills to innovate and see business opportunities in the company's environment) (Onkelinx et al. 2016). By integrating these three components of intellectual capital, companies that follow the proper program can create a competitive advantage that is difficult for competitors to imitate, because of the combination of efficient internal structures and employees who have valuable skills and knowledge, which has an impact on optimal market response (Jogaratanam, 2017). Cheng et al. (2010) explained that to develop a competitive advantage, companies must have and develop superior resources and capabilities beyond their competitors. Resources in the form of tangible assets, such as land and buildings are relatively easy to obtain and imitate. However, intangible assets, such as intellectual capital, are more difficult to imitate. Kweh et al. (2019) in the era of a knowledge-based economy, companies are required to utilize intellectual capital to win the competition. Companies must build intangible assets in the form of intellectual capital as superior resources so that they can produce superior financial performance, environmental performance and company value.

Job Demands-Resources/JD-R Theory

The Demands-Resources Theory (JD-R Theory) is a comprehensive framework for understanding employee well-being and performance in the workplace. The JD-R model introduced by Demerouti et al. (2001) has become one of the most influential and frequently used theories in research on job stress, burnout, employee engagement, and performance, providing insight into the dynamics of the interaction between work and employee well-being. Job demands are aspects of work that require sustained effort and are therefore associated with physiological and psychological costs (Demerouti et al., 2001). Such as high workload, experiencing conflicting demands from managers and clients, and bullying. Job

resources refer to aspects of work that help achieve work-related goals, reduce job demands and related costs, and stimulate personal growth and development (Demerouti et al., 2001). Demerouti et al., (2001) categorized working conditions into two broad categories, namely job demands and job resources, which are differentially related to specific outcomes such as burnout and performance.

Organizational Commitment

The concept of organizational commitment relates to the level of involvement of people with the organization where they work and are interested in staying in the organization. Greenberg and Baron (2013: 201) state that organizational commitment is a level at which individuals identify and are involved with their organization and/or do not want to leave it. According to Schermerhorn, Hunt, Osborn and Uhl-Bean (2014: 188) that organizational commitment is the level of loyalty felt by individuals towards the organization. According to Colquitt et al. (2013); Wibowo (2014: 188) organizational commitment is the desire of some workers to remain members of the organization. Organizational commitment influences whether a worker remains as a member of the organization or leaves for another job.

Work Time Flexibility

According to the big Indonesian dictionary, flexibility is flexibility, suppleness. According to Carlson et al. (2009), flexibility is a formal policy set by resource management or informal arrangements related to the company (Dhikron, 2016). Kezia Sarah (2014) stated that the dimensions of Working Time Flexibility are.

- 1) Time Flexibility; This means flexibility of working time in modifying the duration of work.
- 2) Timing Flexibility; This means flexibility of working hours in choosing working hours.
- 3) Place Flexibility; This means flexibility of working hours in choosing a workplace.

Work load (Workload)

According to Astianto (2014) and Monika (2018) workload is a process carried out by someone in completing tasks from a job or a group of positions carried out under normal conditions within a certain period of time. Dhania (2010) concluded that workload is a number of activities in physical or psychological form that require mental abilities and must be completed within a certain period of time.

Innovative Work Behavior

According to Nyoman and Ardana (2020), innovative work behavior is an attitude of introducing, proposing, and implementing new ideas, products, and procedures into one's work. This innovative work behavior is important to maintain the company's competitiveness and increase employee work productivity. (Hammond in Widiastuti, 2020). According to Jong and Hartog (2008); Hadi & Mardikaningsih (2020) indicators of innovative work behavior are.

- 1) Explore ideas (Idea Exploration)
Employees are able to find opportunities or problems that occur within the company and then create new ideas to be used as solutions to solve these problems.
- 2) Develop ideas (Idea Generation)
Employees are able to develop ideas that have been created and introduce these ideas for new processes to colleagues.
- 3) Seek support for ideas (Idea Championing)
Employees are expected to be encouraged to seek support for the ideas they have developed in order to realize these new innovative ideas.
- 4) Implementing ideas (Idea Implementation)
Employees have the courage to apply new ideas into the company's usual work processes.

Employee performance

Employee performance is the work results that can be achieved by employees in accordance with their authority and responsibility, in order to achieve organizational goals legally, without violating the law and in accordance with morals and ethics (Robbins, 2019: 128). The indicators used to measure employee performance are Work Quality, Quantity, Timeliness, and Effectiveness (Robbins, 2021: 135). According to Robbins (2021: 135), the indicators used to measure employee performance are.

- 1) Quality of work results
- 2) Quantity
- 3) Punctuality
- 4) Effectiveness

3 | METHOD

This research is causal research. The population of this study was all employees at PT. Ruang Raya Indonesia, except for the leaders of 93 employees. (Malhotra & Birks, 2007). The sampling technique in this study is non-random or non-probability sampling. The type of non-probability sampling used is saturated sampling, with as many as 93 respondents. Analysis techniques using SEM (Structural Equation Modelling) with the help of software Warp PLS (Warp Partial Least Square). The data source in this study is primary data, obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire about their demographic factors and perceptions of responses using a 5-level Likert scale with a score interval of 1 (strongly disagree) to 5 (strongly agree), and then descriptive statistical analysis and hypothesis testing were carried out.

4 | RESULTS AND DISCUSSION

4.1 Results

Respondent characteristics include gender, age range, education level, and marital status, as shown in Table 1. These demographic details offer a general overview of the individuals who participated in the study. The diversity among respondents allows for the observation of possible variations in how organizational factors relate to work outcomes. Understanding these background profiles supports the interpretation of patterns that emerged during the analysis, including potential differences influenced by personal attributes.

Table 1. Characteristics of respondents (N = 93)

Characteristics		Frequency	Percentage (%)
Gender	Male	34	36.7
	Make her	59	63.3
Age	18 – 26	15	16,1
	27 – 36	56	60.2
	37 – 46	22	23.7
	47 – 56	0	00.0
Education Level	SMA	8	08,6
	Diploma	29	31,2
	Masters	56	60.2
length of work	< 1 years	11	11.8
	1-4 years	71	76,4
	> 4 years	11	11.8

Descriptive data analysis of 93 respondents shows that: the gender of respondents is dominated by women (63.3%). Respondent characteristics based on age, dominated by the age range of 27-36 years, which is 60.2%, at the age of >36 years, as much as 23.7%, and at the age of <27 years, as much as 16.1% of respondents. The education level of the majority of respondents is a bachelor's degree which reaches 60.2%, while the rest are educated at High school level 08.6%, and diploma 31.2%. Length of work is dominated by the age range of 1-4 years, which is 76.4%.

The goodness of fit model is analyzed from the value of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF). Table 2 shows the results of the analysis. Where AVIF and APC indicate the multicollinearity of independent variables and their relationships. The evaluation data informs that the model is acceptable.

Table 2. Goodness of fit model

Result	Value	P-Value	Criteria	Description
Average path coefficient	0.294	0.000	$P_v \leq 0.050$	Supported
Average R-squared	0.714	0.000	$P_v \leq 0.050$	Supported
Average adjusted R-squared	0.706	0.000	$P_v \leq 0.050$	Supported
Average block VIF	2.721	0.000	$V \leq 5,000$	Supported

Sumber: Output WarpPLS

4.1.1 Research Variable Validity Test

Discriminant validity is indicated by the AVE,s (square roots of average variance extracted) value, where the AVE,s value is in the diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table 3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the criteria for discriminant validity.

Table 3. Correlations among latent variables

Variable	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Org_Com	0.995	0.333	0.028	0.610	0.649
Work_Ti	0.333	0.711	0.474	0.214	0.478
Workloa	0.028	0.474	0.812	0.017	0.267
Inn_Wor	0.610	0.214	0.017	0.777	0.615
Emp_Per	0.649	0.478	0.267	0.615	0.744

Sumber: Output WarpPLS

4.1.2 Reliability Test of Research Variables

Reliability of the research variables was examined based on composite reliability and Cronbach's alpha. Both are frequently used to assess the internal consistency of measuring instruments. When the composite reliability is greater than 0.70, the reliability of the construct is acceptable, and Cronbach's alpha is also a criterion for the inter-item reliability of all variables. The findings of the test indicate that all the variables crossed the threshold and are reliable, therefore the instruments applied are reliable generating consistent results over time. These observations justify the further analysis.

Table 4. Reliability Test Results

Cut Off Value		Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per	Notes
Cronbach's Alpha	> 0.6	0.727	0.670	0.741	0.671	0.729	All items meet the requirements
Composite Reliability	> 0.7	0.716	0.802	0.853	0.820	0.738	

As can be seen from Table 4, the Cronbach's alpha values of all constructs are all above 0.6, the composite reliability values of them are above 0.7. These findings suggest that each construct shows adequate internal consistency. According to these cut-off scores, it is possible to conclude that all tools used in this research reached the reliability criteria and can, therefore, be regarded as stable for further analysis.

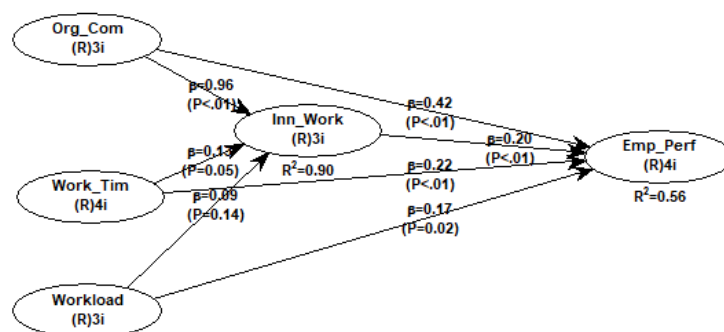


Figure 4. Coefficient of research model path (B= coefficient; p=probability; R2=determination)

4.1.3 Hypothesis testing

Hypothesis testing were applied using the significance value obtained from the estimated parameter as shown in Table 5. The significance level on which each variable was based on was 0.05. If the p-value is less than this level, the proposed relationship is statistically significant, if it is greater then there is no evidence for an effect. This methodology further guarantees that results are derived from sound evidence and not plucked from thin air, offering a more solid understanding of the patterns which emerge when one is engaged in analyses.

Table 5. Hypothesis Testing

H	Relationship	Standardized Coefficient	P	Decision
H1	Organizational Commitment Employee innovative work behavior	0.957	0.000	accepted
H2	Organizational Commitment Employee performance	0.417	0.000	accepted
H3	Organizational Commitment Employee innovative work behavior Employee performance	0.188	0.000	accepted
H4	Working Time Flexibility Employee innovative work behavior	0.130	0.042	accepted
H5	Working Time Flexibility Employee performance	0.215	0.003	accepted
H6	Working Time Flexibility Employee innovative work behavior Employee performance	0.026	0.372	rejected
H7	Work load Employee innovative work behavior	0.085	0.144	rejected
H8	Work load Employee performance	0.171	0.016	accepted
H9	Work load Employee innovative work behavior Employee performance	0.017	0.443	rejected
H10	Employee innovative work behavior Employee performance	0.197	0.006	accepted

Sumber: Output WarpPLS

4.2 Discussion

4.2.1 Organizational Commitment has a significant influence on employee innovative work behavior

The findings of this study inform us that organizational commitment has a significant effect on employee innovative work behavior. Thus, organizational commitment provides reinforcement for employee innovative work behavior. This evidence shows organizational commitment at PT. Ruang Raya Indonesia, according to respondents, is good. This is reflected in the respondents' answers, which state that I am proud to be part of this organization and feel that I have a strong emotional bond with this organization. I even stay in this organization because I consider the benefits I get. This study is in accordance with the findings of Jafri (2010), which state that innovative behavior is positively related to affective commitment and negatively related to continuance commitment. Muhamad et al. (2023) stated that innovative work behavior and organizational commitment can create successful business performance, such as increased sales, profits, satisfaction, market share, high productivity, employee loyalty, and low employee turnover. This study is also in accordance with the findings of Vuong et al. (2022), which revealed that high levels of social support in the workplace can improve employee work performance. It also shows that this positive relationship is partially mediated by organizational commitment and innovative work behavior. In addition, an innovative climate strengthens the positive relationship between social support and innovative work behavior.

4.2.2 Organizational Commitment has a significant effect on Employee Performance

The findings of this study inform us that organizational commitment has a significant effect on employee performance. Thus, organizational commitment provides reinforcement to employee performance. This evidence shows organizational commitment at PT. Ruang Raya Indonesia, according to respondents, is good. This is reflected in the respondents' answers, which state that respondents feel that leaving this organization will have a major impact on their financial stability. I even feel that I have a moral obligation to continue working in this organization and feel responsible for continuing to work in this organization because it has given me many opportunities. The results of this study are in accordance with the findings of Posumah & Moridu (2022), which prove that organizational commitment has a significant influence on employee performance. Akbar et al. (2017) also stated that many things support human resources to have good quality and performance, one of which is the commitment of the employees concerned to the company. Organizational commitment encourages employees to maintain their jobs and shows what the results should be. Employees who have a strong commitment to the company tend to show good quality, are more total about their work, and the company's turnover rate is low. Furthermore, Astuti, D. (2022) showed that commitment has a significant effect on employee performance.

4.2.3 Organizational Commitment has a significant influence on Employee Performance through Innovative Work Behavior

The findings of this study inform that organizational commitment has a significant effect on employee performance through employee innovative work behavior. Thus, organizational commitment provides reinforcement to employee performance through employee innovative work behavior. This informs that innovative work behavior is a good intervening variable in the relationship between organizational commitment and employee performance at PT. Ruang Raya Indonesia. Thus, improving employee performance can be done through organizational commitment and employee innovative work behavior.

4.2.4 Flexibility of Working Hours has a significant influence on employee innovative work behavior.

The findings of this study inform that work time flexibility has a significant effect on employee innovative work behavior. Thus, work time flexibility provides reinforcement for employee innovative work behavior. This evidence shows work time flexibility at PT. Ruang Raya Indonesia, according to respondents, is good. This is reflected in the respondents' answers which state that respondents can balance work responsibilities and time for family, and respondents can also arrange work time so that they can still attend important family events. I can even easily exchange work schedules with coworkers if needed, and the company has a flexible policy regarding the exchange of work schedules between employees. The results of this study confirm Hatta's statement (2011), which states that the positive impact of work flexibility is thought to be able to reduce family problems and work problems that may later occur in the work environment. The results of this study are in accordance with the findings of Rahman et al. (2020) which states that employee perceptions of flexible work arrangements do not significantly affect employee performance, flexible work arrangements are positively related to innovative work behavior, innovative work behavior is positively related to employee performance and this relationship is mediated by innovative work behavior.

4.2.5 Working Time Flexibility Has a Significant Influence on Employee Performance

The findings of this study inform that work time flexibility has a significant effect on employee performance. Thus, work time flexibility provides reinforcement to employee performance. This evidence shows that employee work time flexibility at PT. Ruang Raya Indonesia, according to respondents, is good. This is reflected in the respondents' answers which state that respondents can easily apply for leave if there is an urgent family need, and do not experience difficulties in getting permission not to go to work for family needs. I even have the freedom to do side jobs outside of main working hours, and the company does not prohibit me from having side jobs as long as it does not interfere with my main job. This study is in accordance with the findings of Anser et al. (2021) which states that the relationship between knowledge management, knowledge sharing, and functional flexibility to increase innovative work behavior among production line workers. The results of the study are also in accordance with the findings of Javed et al. (2017) which proves that flexible HR has a positive impact on innovative work behavior, and innovative work behavior has a positive impact on company innovation.

4.2.6 Working Time Flexibility Has No Significant Influence on Employee Performance Through Innovative Work Behavior

The results of the study indicate that work time flexibility has an insignificant effect on employee performance at PT. Ruang Raya Indonesia (Ruangguru) when mediated by innovative work behavior. This informs that innovative work behavior is not a good intervening variable, in the relationship between work time flexibility and employee performance at PT. Ruang Raya Indonesia. The finding that work time flexibility does not significantly mediate the effect on employee performance through innovative work behavior at PT. Ruang Raya Indonesia underlines the complexity of the relationship between variables in a dynamic organizational environment. This suggests that although work time flexibility may provide other benefits, it does not automatically translate into improved performance through the innovation pathway. The results of this study are different from the findings of Primandaru & Prawitasari (2022) who stated that innovative work behavior has a positive and significant effect on employee performance, and innovative work behavior fully mediates the effect of flexible work arrangements on employee performance. The results of this study are also different from the findings of Prawitasari (2021) who also prove that innovative work behavior has a positive and significant effect on employee performance, and innovative work behavior fully mediates the effect between flexible work arrangements on employee performance.

4.2.7 Workload has no significant effect on Innovative Work Behavior

The findings of this study inform that workload has no significant effect on employee innovative work behavior. Thus, workload does not provide reinforcement for employee innovative work behavior. This is reflected in the respondents' answers stating that the number of tasks given does not match my capacity, and I feel that my workload is sometimes too heavy to complete in the time available. Workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and adapt to a number of tasks given, then it is not a workload. However, if the worker is unsuccessful, then the tasks and activities become a workload (Vanchapo, 2020). Linda (2014) states that workload is an effort that must be made by someone based on a request for the work to be completed. The results of this study are in accordance with the statement of Khan et al. (2019) which states that there is no significant relationship between workload and innovative behavior. The interaction of workload and extroversion has a significant negative impact on innovative performance. The results of this study are also inconsistent with the findings of Awan & Ahmad (2024) which show that promoting a healthy organizational climate and moderate workload can increase the motivation of university teachers and, as a result, innovative work behavior.

4.2.8 Workload has a significant effect on Employee Performance

The findings of this study inform that workload has a significant effect on employee performance, thus that workload

provides reinforcement to employee performance. This shows the workload at PT. Ruang Raya Indonesia, according to respondents, is good. This is reflected in the respondents' answers which state that respondents feel they have to work longer than normal working hours to complete all tasks. Even respondents can complete my work well even though the workload is high, and the workload I face does not affect the quality of my work results. This study is in accordance with the findings of Aditia Rachman Dani, & Mujanah, S. (2021) which show that increasing Workload significantly affects the decline in Employee Performance at the Bangkalan Regency Transportation Agency, Madura. Results. This study is also in accordance with the findings of Astianto, A. (2014) which states that work stress and workload simultaneously and partially have a significant effect on employee performance. This study is also not in accordance with the findings of Putri, N. S., Bahri, S., & Rambe, M. F. (2023) which show that Workload has a positive and insignificant effect on employee performance.

4.2.9 Workload has no significant effect on Employee Performance through Employee Innovative Work Behavior

The findings of this study inform that workload has no significant effect on employee performance through employee innovative work behavior, thus that workload does not provide reinforcement to employee performance through employee innovative work behavior. This informs that employee innovative work behavior is a less good intervening variable, in the relationship between workload and employee performance at PT. Ruang Raya Indonesia.

4.2.10 Innovative work behavior has a significant effect on employee performance

The findings of this study inform us that employee innovative work behavior has a significant effect on employee performance, thus that employee innovative work behavior provides reinforcement to employee performance. This evidence shows that employee innovative work behavior at PT. Ruang Raya Indonesia, according to respondents, is good. This is reflected in the respondents' answers, which state that respondents are interested in trying new approaches to getting the job done and actively seeking out new information that can help improve the way they work. I am even able to think creatively to solve problems encountered in my work and often find new ways to improve the quality of my work. This study is in accordance with the findings of Nasir et al. (2019), which show that performance is significantly influenced by intrinsic motivation and innovative work behavior. Innovative work behavior partially mediates the effect of intrinsic motivation on job performance. This study is also in accordance with the findings of Alheet et al. (2021), which state that innovative work behavior has a very positive and significant effect on job performance.

5 | CONCLUSIONS AND FUTURE WORK

The findings of this study indicate that: Organizational commitment has a positive and significant effect on innovative work behavior and on employee performance.; Organizational commitment has a positive and significant effect on employee performance through employee innovative work behavior.; Working time flexibility has a positive and significant effect on innovative work behavior and on employee performance.; Working time flexibility has a positive and insignificant effect on employee performance through innovative work behavior.; Workload has a positive and insignificant effect on employee innovative work behavior and on employee performance.; Workload has a positive and insignificant effect on employee performance through employee innovative work behavior.; Innovative work behavior has a positive and significant effect on employee performance of PT. Ruang Raya Indonesia. For further research, it is necessary to expand the scope of the research, and it is also recommended to conduct further research on the influence of other factors that affect employee performance and other variables, which are not yet part of the topic of this research, where there are still many other variables that can affect employee performance

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