

Work Engagement is Hero: The Influence of Training Utilization on Innovative Work Behavior through Work Engagement

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Abstract

This study aims to analyze the effect of Training Utilization on Innovative Work Behavior through the mediating role of Work Engagement among employees at the Ministry of Religious Affairs Office in Banyuwangi Regency. The study employs a quantitative approach in the form of explanatory research. A sample of 97 employees was selected using proportional random sampling. Data were collected via a questionnaire and analyzed using the Partial Least Squares (PLS) method. The results indicate that Training Utilization does not have a significant effect on Innovative Work Behavior. However, Training Utilization has a positive and significant effect on Work Engagement, and Work Engagement has a positive and significant effect on Innovative Work Behavior. Furthermore, Work Engagement was found to significantly mediate the effect of Training Utilization on Innovative Work Behavior. These findings confirm that enhancing innovative work behavior in the public bureaucracy requires more than just the utilization of training outcomes; it also necessitates high work engagement as a psychological mechanism that fosters innovation among employees.

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1. Introduction

The increasingly dynamic work environment demands that public sector organizations continually innovate to improve service quality. Innovation is not solely the responsibility of the organization but is also determined by the individual's ability to generate, promote, and implement new ideas, known as innovation. innovative work behavior (Scott & Bruce, 1994; Janssen, 2000; De Jong & Den Hartog, 2010). Innovative work behavior is becoming increasingly important for government agencies because it plays a role in increasing work effectiveness and the quality of public services. Previous research also emphasizes that innovative work behavior is an important behavioral mechanism for encouraging creativity and the development of new ideas within organizations (Anam et al., 2023). In line with this, Iswari et al. (2023) explains that innovative work behavior Innovation is an important behavior

in encouraging individual and group creativity, enabling them to generate new ideas that contribute to improving organizational performance. Furthermore, organizations need to build a culture that supports innovation so that innovative work behavior can develop optimally.

One of the factors that is thought to be able to encourage innovative work behavior is training utilization, namely the ability of employees to apply the knowledge and skills acquired through training to their daily work (Baldwin & Ford, 1988; Noe, 2020). Effective training not only improves employee competence but also encourages more creative and innovative work practices. Training can also strengthen individual psychological resources that support better work outcomes (Maharani et al., 2025). Aris et al. (2019) found that training and development contribute to increased employee innovative work behavior. However, the application of training outcomes does not always directly result in innovative behavior, so other factors are needed to explain this relationship.

One factor that has the potential to bridge this relationship is work engagement. Schaufeli et al. (2002) defines work engagement as a positive psychological condition characterized by vigor, dedication, and absorption. Employees with high job engagement tend to exhibit greater energy, enthusiasm, and focus in carrying out their work (Schaufeli & Bakker, 2004). Recent research has also examined work engagement as a mechanism connecting work-related conditions with employee outcomes, highlighting its relevance in explaining employee behavior and performance (Rahmadani et al., 2026). According to Bakker and Demerouti (2017), high job engagement can encourage various positive behaviors, including creativity and innovation. Recent evidence further shows that work engagement is examined alongside adaptive behavior as an important employee-related factor in organizational sustainability (Ramdania et al., 2026).

Several studies have shown that work engagement has a positive impact on innovative work behavior. Agarwal (2014), Monica and Krishnaveni (2019), and Sari et al. (2021) found that employees who have a high level of work engagement high tend to be more active in generating and implementing new ideas. The findings indicate that work engagement can be a psychological mechanism that explains how the utilization of training outcomes encourages innovative work behavior. The mediating role of employee engagement has also been examined in recent research, demonstrating its relevance as a mechanism through which employee and organizational factors influence work outcomes (Handayani et al., 2026).

However, research examining the role of mediation work engagement on the relationship between training utilization and innovative work behavior is still relatively limited, especially in the public sector in Indonesia. Furthermore, research on innovative work behavior among Ministry of Religious Affairs employees is also rare. Therefore, this study aims to analyze the influence training utilization to innovative work behavior and test the role of mediation work engagement to the employees of the Ministry of Religion Office of Banyuwangi Regency.

2. Methods

Research Approach

This research uses a quantitative approach with an explanatory research type (explanatory research) which aims to explain the causal relationship between training utilization, work engagement, and innovative work behavior. This approach was chosen because the research focuses on testing the influence between variables based on a theoretical framework built from a theoretical perspective. Job Demands–Resources Theory (JD-R

Theory). The research was conducted with a descriptive design.cross-sectional, namely data collection is carried out over a certain period of time without providing special treatment to respondents.

Research Location

The research was conducted at the Banyuwangi Regency Ministry of Religious Affairs Office, located at Jalan Adi Sucipto No. 112, Sobo, Banyuwangi District, Banyuwangi Regency, East Java. The research location was selected based on the organization's characteristics, which actively implement various employee competency development programs through education and training activities.

Population and Sample

The study population consisted of 128 employees, consisting of 66 Civil Servants (PNS) and 62 Government Employees with Work Agreements (PPPK). The sampling technique used was probability sampling with the method proportional random sampling to provide an equal opportunity for every member of the population to become a research respondent. Based on calculations using the Slovin formula with a 5% error rate, a sample size of 97 respondents was obtained, consisting of 50 civil servants and 47 PPPK.

Data Collection

The data used in this study consisted of primary and secondary data. Primary data were obtained through questionnaires distributed to all study respondents, while secondary data were obtained from documents and reports from the Banyuwangi Regency Ministry of Religious Affairs Office. All variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Operational definition

This study uses three variables: independent, dependent, and mediating variables. The independent variable is Training Utilization (X), the dependent variable is Innovative Work Behavior (Y), and the mediating variable is Work Engagement (Z). The following is an explanation:

Table 1. Operational Definitions of Variables and Measurement Scales

Variables	Code	Operational Definition	Dimensions & Measurements	Source
Training Utilization	YOU (X ₁)	According to Baldwin and Ford (1988), who emphasized that the utilization of training is reflected in the level of application of learning, the sustainability of the use of training results, and the suitability of this application to job demands.	Application of Training Consistency of Use Job Relevance	Baldwin and Ford (1988)
Work Engagement	WE (Z)	The most influential definition is given by Schaufeli & Bakker (2004), who defines <i>work engagement</i> as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.”	Vigor Dedication Absorption	Schaufeli & Bakker (2004)

Innovative Work Behavior	IWB (Y)	<i>innovative work behavior</i> is employee work behavior that includes the process of generating new ideas, promoting those ideas, and implementing them into concrete actions as solutions to improve organizational performance. This definition emphasizes that innovation is not just about generating ideas, but also includes the courage to push those ideas to gain acceptance by others.	Idea Generation	Janssen (2000)
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Source: Baldwin and Ford (1988), Schaufeli & Bakker (2004), Janssen (2000)

Data analysis

The collected data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with the help of SMartPLS software version 4.0. This method was chosen because of its suitability for studies with relatively small sample sizes and its strong ability to analyze complex structural relationships, including mediating effects between latent variables. The data analysis stages consist of the following procedures:

- 1) Evaluation of the measurement model (outer model) which involves assessing construct validity and reliability through indicators such as convergent validity, discriminant validity, and internal consistency reliability.
- 2) Evaluation of the structural model (internal model), is carried out by examining the path coefficient, the coefficient of determination (R^2), and the level of significance of the hypothesis to determine the strength and direction of the relationship between variables.
- 3) Testing the mediation effect of Work Engagement, was conducted using a bootstrapping procedure to assess the significance of the indirect effect and to determine the existence of mediation between Training Utilization and Innovative Work Behavior.

3. Result and Discussion

Results

Descriptive statistics of respondents

The study involved 97 employees at the Banyuwangi Regency Ministry of Religious Affairs Office, consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). All respondents had participated in training and competency development programs, thus gaining experience in applying training findings to their daily work.

Table 2. Descriptive Statistics of Respondents

Characteristics	Information	Amount	Presentation
Gender	Man	62	64%
	Woman	35	36%
Total		97	100.00%
Working hours	10 years	32	32.98%
	11-20 years	38	39.17%
	21-30 years old	22	22.68%
	>30 Years	5	5.15%
	>30 Years	5	5.15%
Total		97	100.00%

Group	I	-	-
	II	58	59.79%
	III	35	36.08%
	IV	4	4.12%
Total		97	100.00%

Source: Processed Primary Data (2026)

In the table above, most of the respondents were male, namely 62 people (64%), while female respondents were 35 people (36%). The age of the respondents was mostly 30-45 years old, namely 47 people (48.45%). Respondents aged 46-61 years were 44 people (45.36%). Then respondents aged 14-29 years were 6 people (6.18%). Respondents with PNS status were 50 people (51.54%) and respondents with PPPK status were 47 people (48.45%). The majority of respondents had a Bachelor's degree, namely 34 people (35.05%). Respondents with high school education or equivalent were 33 people (34.02%). Then respondents with Diploma education were 28 people (28.36%), while respondents with Postgraduate education were 2 people (2.06%). Respondents with 11-20 years of work experience were 38 people (39.17%). 10 years of work as many as 32 people (32.98%). There were 22 people (22.68%) with a working period of 21-30 years. Meanwhile, there were 5 people (5.15%) who had worked >30 years. Group II were 58 people (59.79%). Then Group III was 35 people (36.08%). Meanwhile, Group IV was 4 people (4.12%).

Evaluation of Measurement Model

Measurement model evaluation was conducted to assess the validity and reliability of the research instrument. Convergent validity was examined using outer loading values, while construct reliability was assessed using composite reliability (CR) and Average Variance Extracted (AVE).

The results showed that all indicators showed the recommended outer loading limit value of 0.70, which confirmed adequate convergent validity. In addition, all constructs showed CR values exceeding 0.70 and AVE values above 0.50, which indicated that the measurement instrument was reliable and valid for other structural analyses.

Table 3. Results of Reliability Test and Validity Test

Construct	Composite Reliability (<i>rho_a</i>)	Cronbach's Alpha	AVE
<i>Training Utilization (X)</i>	0.929	0.907	0.595
<i>Work Engagement (Z)</i>	0.949	0.946	0.632
<i>Innovative Work Behavior (Y)</i>	0.952	0.945	0.627

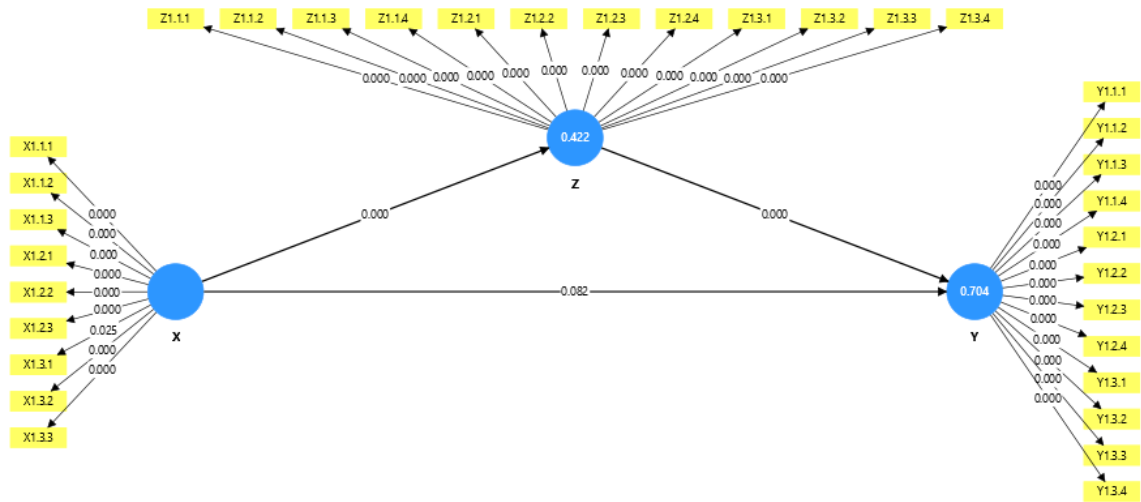
Source: Processed Primary Data (2026)

Based on the table above, all research variables demonstrated strong internal consistency and satisfactory reliability. The Training Utilization construct demonstrated a composite reliability of 0.929 and a Cronbach's alpha of 0.907. Its AVE value was 0.595, confirming adequate convergent validity.

The Work Engagement construct shows a composite reliability of 0.949 and a Cronbach alpha of 0.946, with an AVE value of 0.632 indicating strong validity.

Similarly, Innovative Work Behavior shows a composite reliability of 0.952 and a Cronbach alpha of 0.945, its AVE value is 0.627 which indicates strong validity.

Overall, these results confirm that all constructs meet the required validity and reliability thresholds. Therefore, the measurement model is considered appropriate and suitable for further structural model analysis.



Picture 1. Outer Model

Structural model evaluation (Inner Model)

Structural model evaluation was conducted to examine the relationships between research variables. This assessment was performed by analyzing path coefficients, t-statistics, and p-values obtained through the bootstrapping procedure in SmartPLS.

The results of the study show that the R² value for Work Engagement indicates that Training Utilization-Innovative Work Behavior explains most of the variance. Furthermore, the R² value for Innovative Work Behavior indicates that Work Engagement makes a significant contribution in explaining Innovative Work Behavior. These findings indicate that the proposed structural model has adequate explanatory power and supports the hypothesized relationships between the variables.

Tabel 4. R-Square

Variable Lat Endogen	R-Square
Work Engagement (WITH)	0.422
Innovative Work Behavior (AND)	0.704

Source: Processed Primary Data (2026)

In Table 4.15 above, the values can be seen R-Square allow variable endogen Work Engagement (Z) obtained is 0.422 or 42.2%. These results show that Training Utilization (X2) has an influence of 42.2% on Work Engagement (Z), while the remainder is 0.578 or 57.8% (1 - R-Square) is the large contribution of influence given by other factors that were not studied in this study.

Then for the value R-Square allow variable endogen Innovative Work Behavior (Y) obtained is 0.704 or 70.4%. These results show that Training Utilization (X2) dan Work Engagement (Z) together have an influence of 70.4% on Innovative Work Behavior (Y), while the remainder is 0.296 or 29.6% (1 - R-Square) is the large contribution of influence given by other factors that were not studied in this study.

Overall, the R² values for both endogenous variables fall within the strong explanatory category, indicating that the proposed structural model has high explanatory power. These results support the research framework, which positions Work Engagement as a key mediating variable in the relationship between Training Utilization and Innovative Work Behavior. Furthermore, these findings reinforce the importance of organizational digital support mechanisms in the context of public bureaucracy.

Hypothesis Testing Results

The direct effect hypothesis test aims to determine whether the independent variable has an effect on the dependent variable. The direct hypothesis testing parameter criteria in this study are seen from the t-statistic value $> t\text{-table}$ (> 1.96), thus the hypothesis is declared accepted. This means that the independent variable has a significant effect on the dependent variable.

Table 5. Analysis of direct influence hypothesis test

Hypothesis	Connection	t-statistic	p-value	information
H1	Training Utilization -> Innovative Work Behavior	1.264	0.025	Not significant
H2	Training Utilization -> Work Engagement	4.835	0.000	Significant
H3	Work Engagement -> Innovative Work Behavior	7.234	0.000	Significant

Source: Processed Primary Data (2026)

The results of the study show that Training Utilization does not have a significant effect on Innovative Work Behavior. This finding indicates that the demand to apply training results in daily work has not been able to directly improve Innovative Work Behavior. Although employees are required to implement training materials, adapt their work methods, and consistently utilize training outcomes according to job requirements, these conditions have not yet encouraged the emergence of new ideas or the implementation of innovation in carrying out their duties.

The results of this study show that Training Utilization has a positive and significant effect on Work Engagement. These results indicate that the greater the perceived pressure on employees to apply the knowledge, skills, and abilities acquired through training to their jobs, the higher their level of engagement with their work. Therefore, the demand to apply training outcomes not only serves to improve competency but also fosters employee engagement with their jobs.

The results of the study show that Work Engagement to Innovative Work Behavior has a positive and significant effect. These results indicate that the higher the level of employee engagement with their work, the higher the employee's tendency to display innovative work behavior. Employees who have a high level of engagement with their work are more likely to demonstrate innovative work behavior. Work Engagement. High levels of motivation tend to demonstrate strong enthusiasm, dedication, and engagement in their work. This encourages employees to not only complete assigned tasks but also develop new ideas and make greater contributions to the Banyuwangi Regency Ministry of Religious Affairs Office.

Table 6. Analysis of the indirect effect hypothesis test

Hypothesis	Connection	t-statistic	p-value	information
H1	Training Utilization -> Work Engagement -> Innovative Work Behavior	5.709	0.000	Significant

Source: Processed Primary Data (2026)

In relation to the mediation effect, research results show that Work Engagement is able to mediate the influence of Training Utilization on Innovative Work Behavior. These results indicate that the demand to apply training results in work can increase Innovative Work Behavior through improvement in Work Engagement. The greater the utilization of training outcomes in carrying out tasks, the greater the employee's engagement with their work. This engagement then encourages employees to be more active in developing, proposing, and implementing new ideas that benefit the organization. Thus, Work Engagement acts as a mechanism that bridges the relationship between Training Utilization and Innovative Work Behavior.

Discussion

Influence Training Utilization to Innovative Work Behavior

The results of the study show that Training Utilization does not have a significant effect on Innovative Work Behavior. These findings indicate that the utilization of training outcomes by employees at the Banyuwangi Regency Ministry of Religious Affairs Office has not been able to significantly encourage innovative work behavior. Although employees have participated in training programs and acquired new knowledge and skills, these training outcomes have not been fully applied to create more innovative ideas, methods, or ways of working in carrying out their duties. This finding can be understood in light of evidence from training interventions showing that the effectiveness of training depends on the extent to which acquired knowledge and skills can be implemented in practice (Chaerani et al., 2023). These research findings align with Baldwin and Ford's (1988) findings, which explain that successful transfer of training outcomes does not automatically result in changes in work behavior because they are influenced by various individual and organizational factors. Furthermore, Noe (2020) found that the findings of this study align with Baldwin and Ford's (1988) findings, which explain that successful transfer of training outcomes does not automatically result in changes in work behavior because it is influenced by various individual and organizational factors. Furthermore, Something (2020) also explains that the effectiveness of training is not only determined by the participants' ability to apply the training material, but also by the support of the work environment and individual characteristics that influence the successful implementation of the training results. Thus, the results of this study indicate that the increase in innovative work behavior for employees of the Banyuwangi Regency Ministry of Religion Office, it is not enough to just optimize training utilization on Organizations also need to consider other factors that can encourage employee engagement in their work so that training outcomes can be translated into innovative work behavior.

Influence Training Utilization to Work Engagement

The results of this study show that Training Utilization has a positive and significant effect on Work Engagement. This finding indicates that employees of the Ministry of Religion of Banyuwangi Regency who are able to apply the results of training in their work tend to have a high level of Work Engagement higher. The implementation of training results helps employees better understand their work tasks and responsibilities, allowing them to work more confidently and effectively. work more confidently and effectively. The findings of this study align with research by Maharani, Hermawati, and Iswari (2025), which shows that training not only plays a role in improving employee competence but also strengthens individual psychological conditions by improving self-efficacy. Although the mediating variables used are different, the study shows that the benefits of training lie not only in improving technical skills but also in strengthening psychological aspects that lead to better work outcomes. In addition, organizational support represents another contextual factor that can shape employees' work-related outcomes. Research by Muhammad et al. (2025) highlights the role of perceived organizational support in the relationship between organizational conditions and employee job satisfaction. This reinforces the study's findings that utilizing training results can improve performance. work engagement as a form of positive psychological well-being for employees. Thus, the results of this study indicate that the success of training is determined not only by the implementation of the training itself, but also by the extent to which employees are able to utilize the training outcomes in their work. The more optimal the utilization of training outcomes, the greater the

employee's engagement with their work, which ultimately can encourage the emergence of various positive work behaviors within the organization. This also highlights the importance of organizational systems and standardized work practices in supporting the sustainable application of employee capabilities (Fadilah et al., 2025).

Influence Work Engagement to Innovative Work Behavior

The results of the study show that Work Engagement to Innovative Work Behavior has a positive and significant effect. Indicates that employees of the Banyuwangi Regency Ministry of Religion Office have a high level of Work Engagementhigh tends to indicate Innovative Work Behavior higher. This finding is also consistent with recent research demonstrating the important role of innovative work behavior in linking employee capabilities and technology-related competencies to employee performance (Ahmad et al., 2026). Employee engagement with work is reflected in their enthusiasm in carrying out their duties and their willingness to contribute their best to the organization. The findings of this study align with those of Anam, Iswari, and Dewi (2023), who explained that innovative work behavior is an important work behavior in encouraging individual and organizational creativity, thereby generating new ideas that add value to the organization. Furthermore, research by Rahmadina, Hermawati, and Survival (2026) also shows that innovative work behavior plays a crucial role in linking individual factors to improved employee performance. Although the independent variables used differ from those in this study, both studies affirm that innovative work behavior is a positive behavior that needs to be developed to improve organizational effectiveness and performance. Therefore, the results of this study indicate that work engagement is a crucial factor driving the emergence of innovative work behavior among employees at the Banyuwangi Regency Ministry of Religious Affairs Office. Employees who are highly engaged in their work will be more motivated to contribute their best by conveying ideas, developing more effective work methods, and implementing innovations in completing tasks. This condition shows that increasing work engagement can be an organizational strategy in encouraging the creation of sustainable innovative work behavior.

Influence Training Utilization to Innovative Work Behavior through Work Engagement

The results of this study show thatWork Engagementable to mediate influenceTraining Utilization to Innovative Work Behavior. These results indicate that the demand to apply training results in work can increase Innovative Work Behaviorthrough improvementWork Engagement. The higher the utilization of training outcomes in carrying out tasks, the higher the employee's engagement with their work. This engagement then encourages employees to be more active in developing, proposing, and implementing new ideas that benefit the organization. The results of this study are supported by research by Maharani, Hermawati, and Iswari (2025), which shows that the influence of training on work outcomes occurs not only directly but also through individual psychological mechanisms, namely self-efficacy. Although the mediating variables used are different from this study, both studies show that the success of training is greatly influenced by the psychological conditions that develop after individuals are able to utilize the training outcomes in their work. Furthermore, research by Rahmadina, Hermawati, and Survival (2026) also shows that innovative work behavior plays a crucial role in linking individual factors with improved employee work outcomes. These findings further strengthen the belief that innovative work behavior is one of the positive outcomes that emerge through psychological processes and work behaviors that develop within an organization. Thus, the results of this study indicate that work engagement plays a crucial role in bridging the relationship between training

utilization and innovative work behavior. These findings indicate that training utilization alone is not sufficient to directly encourage innovative employee behavior. Instead, training outcomes need to increase employee engagement with their jobs, encouraging them to make greater contributions through the creation, development, and implementation of new ideas. Therefore, organizations need not only to ensure that training is applicable to their work, but also to create a work environment that maintains employee engagement levels so that the benefits of training can be translated into innovative work behavior.

4. Conclusion

Based on empirical findings, this study concludes that employees of the Ministry of Religion of Banyuwangi Regency who are able to apply the results of training in their work tend to have a high level of Work Engagement/higher, which further encourages the emergence of innovative Work Behavior. The knowledge and skills gained from training not only help employees complete tasks more effectively but also increase their confidence and engagement in their work. This encourages employees to seek better ways of working, contribute new ideas, and strive to improve their job performance.

From a managerial perspective, organizations must improve employees' innovative work behavior not only through training but also through ensuring that training outcomes can be effectively applied in daily work. Organizations need to create systems that support the utilization of training outcomes, such as providing opportunities to implement new competencies, post-training mentoring, and evaluating the implementation of training outcomes in the workplace.

This study has several limitations related to the scope, time, and technical implementation of the research. First, the limited timeframe for the research meant that data collection was conducted within a specific period, so the data obtained was of a quantitative nature, cross-sectional and describes the condition of employees at the time the research was conducted. Second, the sample size used in this study did not cover the entire population of employees at the Banyuwangi Regency Ministry of Religious Affairs Office. Third, the scope of the research was limited to one research object, namely the Banyuwangi Regency Ministry of Religious Affairs Office. This location limitation resulted in the research results only reflecting the phenomena and problems at the research site.

Based on these limitations, this study can serve as a reference and starting point for future researchers interested in studying innovative work behavior, particularly in the context of public bureaucracy. Future researchers are advised to expand this research by adding other variables that could potentially influence innovative work behavior, such as intergenerational knowledge transfer, training and development, or knowledge sharing practices, to create a more comprehensive research model.

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