

## Engaged to Innovate: Exploring The Impact of Workload, Training, and Work Discipline In Driving Innovative Performance Through Employee Engagement

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### Abstract

This research aims to analyze the impact of workload, training, and work discipline on the innovative performance and employee engagement of Yogyakarta City's Regional Revenue Division staff. It also examines how Employee engagement modifies the connection between these factors and innovative performance, addressing gaps in understanding their effects on engagement and innovation. As many as eighty personnel of the Regional Revenue Division of the BPKAD in Yogyakarta City were included in the collection of data for this study, which utilized the Non-Probability sample model as the sample technique. For the purpose of this study, primary data was collected through the administration of questionnaires. This study employs the tools of data analysis, namely Partial Least Square (PLS) is a variance-based structural equation model (SEM) and the software SmartPLS Version IV. This research addresses an empirical gap arising from inconsistent findings in previous research regarding the impact of workload and training on innovative performance. Within the context of public sector organizations such as the Regional Financial and Asset Management Agency (BPKAD) of Yogyakarta City which faces mounting pressure to increase local revenue, employee innovation plays a critical role. However, disparities in innovation levels among staff reveal suboptimal management of internal factors that drive innovation. The novelty of this research lies in its integration of three key variables into a unified analytical model, along with its exploration of a psychological mechanism (employee engagement) as a mediator between work management and innovative performance. The findings are expected to not only enrich the body of knowledge in human resource management but also provide a strategic foundation for developing HR policies that emphasize employee engagement and innovation in the public sector. The research findings reveal that workload and work discipline does not influence innovative performance, while training positively impacts innovative performance. Workload also has no effect on employee engagement; however, training and work discipline positively influence employee engagement. Furthermore, employee engagement positively affects innovative performance. It mediates the beneficial impact of training on innovative performance, but it does not mediate the association between workload and innovative performance. Employee engagement is not a mediator for the impact of work discipline on innovative performance. This research contributes to human resource management theory by examining how employee engagement mediates the relationships between workload, training, work discipline, and innovative performance. It supports existing literature by highlighting the key role of engagement in linking these factors to innovation outcomes.

**Keywords:** workload; job training; work discipline; innovative performance; employee engagement

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## **Introduction**

The disparity in innovative performance among employees in the Regional Revenue Sector of BPKAD Yogyakarta indicates that their innovative potential has not been fully utilized, affecting the achievement of organizational goals. Internal data reveals that only a small portion of staff actively engage in innovation, while others remain reliant on standard operating procedures. This makes BPKAD a relevant subject of study, given its strategic role in boosting regional revenue. This research is essential to explore how workload, training, and work discipline influence innovative performance, and how employee engagement acts as a mediating factor. The findings are expected to serve as a foundation for developing innovation and engagement based human resource policies in the public sector, while also supporting bureaucratic reform efforts that demand improved performance and organizational efficiency.

An employee's innovative performance can be described as their actions centred around coming up with fresh concepts, original solutions, and ways to enhance existing processes (Efrilia & Syah, 2022; Warda et al., 2023; Yudha, 2024). All state that innovative employees greatly aid in the creation of new goods, services, or processes that boost organisational advancement. Workload, training, and work discipline are three of the many aspects that affect innovative performance. It is particularly important to understand the impact of these characteristics on innovative performance among public sector professionals.

There is a strong influence between workload and innovative performance. Overworked employees are less probably imaginative and inventive since they are more likely to experience stress and exhaustion. Researchers have shown that heavy workloads prevent workers from thinking creatively and instead make them concentrate on mundane, repetitive jobs (Afsar et al., 2019; 2020; Nwankpa & Roumani, 2024). Ding & Liu (2022) argue that a high-performance work structure can boost innovative performance especially in cases where workloads are balanced and employees have space to express themselves creatively which is supported by (Warda et.al., 2023; Andriani et.al., 2023).

Another factor that influences creative output is training. Staff members are better equipped to handle challenges and come up with new ideas when they are encouraged to think creatively and have access to high-quality technical training (Isah Leontes & Hoole, 2024). Research conducted by Fahmi Alfikri et al. (2023), Tan et.al. (2023), Utami & Arif (2020) supports the idea that training that emphasises creativity and critical thinking can have a good impact on creative performance. Rachman (2019) and Kosali (2023) on the other hand, found no substantial beneficial effect of training on innovative performance, therefore there is some debate in the research.

A relationship exists between job discipline and innovative performance. Organisational norms and standards must be adhered to in order to maintain discipline. According to Efrilia & Syah (2022), Yudha (2024), employees who exhibit self-control are more likely to be productive and come up with creative solutions. Employees are more likely to innovate when they are disciplined to maximise their work in support of organisational goals.

In conclusion, there are two empirical gaps regarding the influence of workload and training on innovative performance. To address these gaps, this study introduces *employee engagement* as a mediating variable linking workload, training, and work discipline to innovative performance. Engaged employees tend to exhibit higher motivation, stronger commitment, and greater innovative capacity, even under pressure (Cherif, 2022; Isah Leontes & Hoole, 2024). Conversely, low engagement intensifies work-related stress and hampers creativity. Therefore, fostering an environment that promotes employee engagement is crucial for enhancing innovation at work (Wang & Xie, 2023). These

insights provide a solid rationale for including engagement as a mediating variable in this study.

Workload, training, work discipline, and innovative performance are all influenced by employee engagement. Innovation is more likely to occur when workers are enthusiastic and invested in their work (Isah Leontes & Hoole, 2024). When employees are highly engaged, they are better able to handle task pressure while still being creative (Wang & Xie, 2023).

The mediating effect of employee engagement in innovative performance has not been extensively studied in Indonesian research, especially in the public sector. So, The objective of this research is to find out how employee engagement mediates the relationship between workload, training, and work discipline and innovative performance among the Regional Revenue Employees of BPKAD Yogyakarta City.

## **Literature Review**

### **Job Demands-Resources (JD-R) Model**

The Job Demands-Resources (JD-R) Model functions as the overarching theory in this study. This hypothesis was established to comprehend the impact of different employment elements on employee well-being and performance. The JD-R Model elucidates the impact of job demands, including workload, and job resources, such as training, on employee engagement and performance. Workload is regarded as a job demand that may induce stress, but employment resources, such as training and assistance, can augment employee engagement, finally resulting in enhanced innovative performance. This study utilizes the JD-R Model to illustrate how effectively managed workload, together with sufficient training and work discipline, can enhance inventive performance, with employee engagement serving as a mediating and driving force for these elements (Isah Leontes & Hoole, 2024; Wang & Xie, 2023). Training and organizational support are examples of work resources that the JD-R Model looks at to see how they could boost engagement and, in turn, performance. This study makes use of the JD-R Model, which provides light on the interplay between job demands (such as workload) and job resources (such training) in determining employee engagement, which in turn affects innovative performance. In this light, training is a workplace resource that boosts morale and productivity, while workload is a demand that, when handled well by engaged workers, can affect creative output (Isah Leontes & Hoole, 2024).

### **Workload**

Workload is the mental and physical toll that employees must take on in order to get their work done in the allotted time. It is highly important for performance, employee happiness, and productivity on the job, and it can cause burnout and lower output if not well planned (Suryanti, 2021; Isah Leontes & Hoole, 2024). Conditions on the job, completion of objectives, and time spent on each activity are all markers of workload (Warda et al., 2023; Gultom, 2024; Sudiyanto, 2020). Target attainment is the process of accomplishing predetermined objectives within a specified time limit, working conditions are the aspects of the workplace that impact employees' comfort, and time utilisation is a measure of how well tasks are managed. Workload overload has a detrimental effect on employees' mental health, engagement, performance, and contentment on the job, all of which can contribute to employee turnover (Tan et al., 2023; Wang & Xie, 2023; Suryanti, 2021; Miao et al., 2020).

### **Training**

The purpose of training is to provide workers with the information they need to do their jobs better and contribute more efficiently to the organization's overall objectives. According to Tan et al. (2023), Tarigan (2021), Wahyuningsih (2019), project-based learning, trainer credentials, training techniques, training content, and training duration are the key indicators that impact training efficacy.

According to Wang & Xie (2023), Cherif (2022), Ding & Liu (2022), training has a favourable effect on a number of organisational parameters, including employee engagement, work satisfaction, innovative capacities, performance, and productivity. Organisations may become more innovative and flexible with the support of a well-planned training program that helps employees advance in their careers and improves their technical and soft skills. In sum, training that takes these metrics into account will boost the efficiency of skill development and the value that people bring to the company.

### **Work Discipline**

Employees that demonstrate work discipline are those who show a willingness to follow the organization's policies and procedures to the letter, with the goal of keeping operations running smoothly and efficiently (Tan et al., 2023; Wang & Xie, 2023). Discipline in the workplace is defined as adhering to established procedures, times, and policies (Miao et al., 2020; Suryanti, 2021). According to Christian & Kurniawan (2021), Juana et al. (2023), work discipline is characterised by following regulations, being punctual, being effective at work, completing tasks on time, and taking corrective actions when necessary. Workplace discipline has a beneficial effect on service quality, employee happiness and loyalty, productivity, and performance (Putri Hana Salsafila dkk., 2023). Thus, work discipline is essential for keeping things under control, increasing productivity, and helping the company reach its objectives.

### **Employee Engagement**

When workers are emotionally, mentally, and behaviourally invested in their job, they are more likely to be enthusiastic, energetic, and dedicated to the success of the company (Ding & Liu, 2022; Isah Leontes & Hoole, 2024). Employee engagement is defined by Cherif (2022) as a combination of enthusiasm for work and a deep commitment to doing a good job. Energy, commitment, and absorption are the three main signs of employee engagement (Hanifah et al., 2020; Umihasanti & Frianto, 2022). Pride, contentment, advocacy, and commitment are other signs that increase engagement even further. Management buy-in, a supportive workplace, transformative leadership, and equitable distribution of responsibilities and encouragement from peers are all elements that contribute to employee engagement (Cherif, 2022; Isah Leontes & Hoole, 2024). A company's bottom line benefits from engaged workers since it boosts creativity, efficiency, effectiveness, retention, and happiness on the job (Tan et al., 2023; Wang & Xie, 2023).

### **Innovative Performance**

An employee's innovative performance is defined as their capacity to come up with, refine, and execute novel ideas that contribute to the organization's success. These ideas can manifest as new products, improved processes, or imaginative approaches to existing tasks. Both coming up with ideas and putting them into action are part of this process, and both contribute to making the organisation more efficient and effective (Ding & Liu, 2022; Cherif, 2022). Ullah et al. (2021) and Agustina & Arganata (2023) both agree that the ability to **generate, implement, and evaluate new ideas is a** robust measure of innovative performance. Staff involvement, encouraging management, a pleasant workplace, enough resources, and intrinsic motivation all have a role in how well an organisation innovates (Tan et al., 2023; Ding & Liu, 2022). The innovative capacity, productivity, and long-term viability of an organisation can be enhanced when its employees are enthusiastic, have a positive work environment, and are driven by great leadership.

## **Hypothesis Development**

### **Workload on Innovative Performance**

The quantitative and qualitative amount of work that an employee is required to do in a specific time frame is known as their workload. According to a number of studies that are pertinent to the topic, heavy workloads may impede creative output. According to several studies, people are less likely to be creative and imaginative when they are under a lot of pressure and have to deal with mental exhaustion and stress. There may not be enough time to try out new things, collaborate with coworkers, or figure out how to be more efficient if you have a heavy job. Employees are less likely to pitch in and help create inventions that could benefit the company because of this (Afsar et al., 2019; Clercq & Mustafa, 2023; Nwankpa & Roumani, 2024). Workload is inversely related to innovative performance, according to multiple empirical investigations. For instance, studies have shown that when employees are overworked, their performance suffers (Nurak et al., 2023; Witara & Setiyawan, 2023). When workers are overburdened, they are unable to concentrate on jobs that call for original ideas and fresh approaches. Workers who are under continual duress at work are more prone to perform mundane, repetitive jobs that provide little opportunity for innovation or creativity.

H1: There is a negative effect of Workload on Innovative Performance

### **Training on Innovative Performance**

An integral part of human resource development is training, the goal of which is to raise workers' skill levels. There is substantial evidence from prior studies that training leads to improved innovative performance. Training impacts innovation performance, according to Fahmi Alfikri et al. (2023), because it enhances employees' capacity to innovate. They state that staff might be inspired to come up with innovative ideas that help the company advance when training is focused on acquiring new knowledge and abilities. Researchers Tan et al. (2023) came to a similar conclusion: training greatly affects innovative behaviour. Trained workers are more receptive to change and better equipped to handle workplace issues as they arise. Staff innovative performance can be enhanced through training that promotes creativity, problem-solving, and the development of critical thinking abilities (Efrilia & Syah, 2022; Suryanti, 2021; Utami & Arif, 2020), Witara & Setiyawan (2023). In order to foster innovative problem-solving and the development of more efficient solutions, it is crucial to provide employees with training that enhances their capacity to tackle difficulties and solve problems creatively. In this way, training does double duty: it hone workers' technical abilities and fortify their innovative spirit. In order to come up with a theory:

H2: There is a positive effect of Training on Innovative Performance

### **Work Discipline on Innovative Performance**

Discipline in the workplace is defined as "the degree to which an employee obeys the assignment, follows the established rules, and maintains the quality standards expected by the organisation" (Suryanti, 2021). Researchers have shown that workers that exhibit greater discipline at work are more capable of finishing both simple and complex tasks, which benefits the organisation as a whole (Wahyudi, 2021; Juana et al., 2023; Yudha, 2024; Witara & Setiyawan, 2023; Cahyani, 2024). In addition to improving regular performance, work discipline may also affect creative output. Work discipline is a key factor influencing employee innovative performance. Employees with good discipline tend to adhere to rules, complete tasks on time, and maintain high work quality standards. This not only enhances efficiency but also creates space for creativity and innovation. Strong discipline helps

employees manage time more effectively, minimize distractions, and stay focused on their tasks, which is crucial for generating new ideas. Psychologically, work discipline supports commitment and responsibility toward organizational goals, motivating employees to innovate and seek alternative solutions to challenges. Adherence to procedures also provides a solid foundation for systematically implementing new ideas. Thus, work discipline contributes not only to routine performance but also drives innovative performance, as reflected in the hypothesis:

H3: There is a positive effect of Work Discipline on Innovative Performance

### **Workload on Employee Engagement**

Employee engagement can be affected by a number of critical aspects, one of which is workload. Several studies have highlighted the detrimental impact of excessive workload on employee engagement. Elfitasari & Mulyana (2020) observed that higher perceptions of workload are associated with lower levels of employee attachment to their work. Similarly, Indrayana & Putra (2024) found that excessive workload negatively affects employee performance, which can indirectly reflect reduced engagement. Supporting this, research by Bakhreisyi et al. (2024) indicated that a heavy workload contributes to job burnout, thereby weakening employees' organizational commitment. Additionally, Lusiana & Riyadi (2025) revealed that high workload levels trigger emotional exhaustion, which can diminish employees' positive behaviors toward the organization. Although not all studies directly measure engagement, the findings consistently suggest that excessive workload can significantly undermine employee engagement, primarily through increased mental and emotional fatigue. Karhani dkk. (2022) discovered that honorary personnel at Mulawarman University experienced a negative correlation between workload and work attachment throughout the COVID-19 pandemic. When employees are overworked, they may become disengaged, which in turn lowers their performance and workplace happiness. Excessive workloads during emergencies like the epidemic can lead to feelings of stress, exhaustion, and lack of drive. Workers whose emotional investment in their work is weakened due to severe workloads and short deadlines may experience feelings of unworthiness, isolation, and disconnection from the organization's objectives. Excessive workloads diminish the quality and intensity of employees' engagement, which is normally marked by motivation, job satisfaction, and commitment to the success of the organisation. Consequently, one possible hypothesis is:

H4: There is a negative effect of Workload on Employee Engagement

### **Training on Employee Engagement**

Companies utilise job training as a way to help workers become better at what they do and feel more invested in the firm they work for. Soft skills, including leadership, communication, and collaboration, are also heavily emphasised in the training, in addition to technical skills. Job training has a substantial effect on employee engagement, according to multiple research (e.g., Isah Leontes & Hoole, 2024; Kosali, 2023; Primadini & Karneli, 2023). This is because it increases workers' involvement, motivation, and dedication to their job and company. Individual relationships within an organisation can be strengthened through training programs that encourage group contact or collaboration among personnel. A more welcoming and accepting workplace is the result, which has the potential to boost morale and productivity. People are more likely to offer ideas and contributions when they have a strong sense of belonging to their team and to their coworkers. Here is the hypothesis that can be derived from this explanation:

H5: There is a positive effect of Training on Employee Engagement

### **Work Discipline on Employee Engagement**

Employees' level of responsibility, dedication, and adherence to organizational rules is a key indicator of their work discipline. A disciplined workforce tends to exhibit greater focus, punctuality, and commitment, which are vital to building an engaging work culture. Empirical research supports the idea that work discipline has a significant impact on employee engagement. Permana & Yunus (2022) found that work discipline positively influenced employee engagement at PT. Jasa Marga Surabaya Mojokerto, suggesting that adherence to workplace norms enhances commitment. Similarly, Irmawati & Rudini (2024) observed that contract employees who maintained higher levels of discipline demonstrated stronger engagement in their roles. Supporting these findings, a study by Christian & Kurniawan (2021) concluded that workplace discipline, evidenced through timeliness, compliance with regulations, and responsibility, fosters increased employee loyalty and satisfaction. Additionally, research by Putri Hana Salsafila et al. (2023) revealed that disciplined work behavior contributes positively to employee morale and teamwork, which are critical components of engagement. A structured and disciplined environment not only strengthens interpersonal relationships among colleagues but also creates a shared sense of purpose, thereby enhancing overall engagement. Based on these findings, the following hypothesis can be proposed:

H6: There is a positive effect of Work Discipline on Employee Engagement

### **Employee Engagement on Innovative Performance**

Employee engagement is commonly defined as the extent to which employees are emotionally and cognitively invested in their work, demonstrate enthusiasm, feel valued by the organization, and are motivated to exceed expectations in service delivery and performance. According to Umihastanti & Frianto (2022), employee engagement plays a significant role in influencing performance outcomes among public sector personnel. Similarly, Kosali (2023) emphasized that engaged employees are more likely to exhibit high levels of commitment, initiative, and creativity, which are essential components of effective job performance. This relationship between engagement and performance extends beyond routine tasks and into the domain of innovation. Engaged employees tend to be proactive problem-solvers, often generating and implementing novel ideas that enhance organizational processes and outcomes. Recent empirical research supports this linkage: Elamin et al. (2024) found that employee engagement has a strong positive correlation with innovative work behavior in the service sector; Dalain (2023) further demonstrated that this effect is amplified under servant leadership within manufacturing firms. These findings collectively affirm that employee engagement is a critical driver of innovation, as it fosters a culture of trust, creativity, and organizational citizenship behavior. Based on these theoretical and empirical insights, the following hypothesis can be proposed:

H7: There is a positive effect of Employee Engagement on Innovative Performance

### **Employee Engagement mediates the effect of Workload on Innovative Performance**

According to studies done by Karhani et al. (2022), honorary workers may feel less invested in their job if they are overworked. A decrease in innovative performance may result from a lack of inspiration and initiative on the job caused by disengaged workers. High levels of employee engagement, especially when faced with a severe workload, can favourably impact job completion through encouraging innovation and creativity. Work attachment can boost outcomes in both normal and demanding settings, like a pandemic, through engagement, which serves as a go-between for workload and innovative performance. This shows how crucial it is for management to boost

engagement via things like training, acknowledgement, and a positive work atmosphere in order to maintain creative output even when faced with heavy workloads. In line with this, research conducted Kuang et al. (2022) found that work engagement mediates the relationship between employee mindfulness and innovative behavior. Engaged employees, even when experiencing high workloads, are more likely to exhibit innovative behaviors, serta yang dilakukan Ghani et al. (2023) found that employee engagement positively influences innovative work behavior, with employee voice behavior fully mediating this relationship. Engaged employees are more likely to express ideas and contribute to innovation, even when facing heavy workloads. These studies collectively underscore the critical role of employee engagement as a mediator between workload and innovative performance. By fostering engagement through supportive leadership, mindfulness practices, and organizational resources, companies can mitigate the adverse effects of high workloads and promote innovation among employees. This study's hypothesis, then, is :

H8: Employee Engagement mediates the effect of Workload on Innovative Performance.

### **Employee Engagement mediates the effect of Training on Innovative Employee Performance**

The training provided to employees not only aims to improve technical skills, but can also contribute to increasing employee engagement. High employee engagement tends to increase employee motivation, satisfaction, and a sense of responsibility, which in turn has the potential to improve their innovative performance. Therefore, employee engagement functions as a mediating factor that links training and innovative employee performance (Kosali, 2023; Utami & Arif, 2020). Recent empirical studies have highlighted the pivotal role of employee engagement as a mediator between training initiatives and innovative performance. Training programs not only enhance employees' technical competencies but also foster a sense of value and commitment, thereby boosting engagement levels. Engaged employees are more inclined to apply their skills creatively, leading to improved innovative outcomes. For instance, Ahmed et al. (2024) investigated the influence of training and development on employee engagement and job performance in private banks in Bangladesh. The study found that training significantly enhances employee engagement, which in turn positively affects job performance, indicating a mediating effect of engagement in this relationship. These studies collectively underscore the importance of fostering employee engagement through targeted training programs to enhance innovative performance. By investing in employee development and creating an engaging work environment, organizations can stimulate innovation and maintain a competitive edge. So that the hypothesis in this study can be formulated as follows:

H9: Employee Engagement mediates the effect of Training on Innovative Performance

### **Employee Engagement mediates the effect of Work Discipline on Innovative Performance**

A high degree of work discipline suggests that workers are serious about doing their jobs well and following all of the business's guidelines and procedures. The innovative output of employees may improve as a result of this stringent discipline's ability to boost engagement. When workers are emotionally invested, motivated, and have a sense of responsibility in their work, they are more likely to come up with innovative solutions to problems (Permana & Yunus, 2022). This is supported by research conducted Husin et al. (2021) that found that work engagement significantly mediates the relationship between employee participation and innovative work behavior. This study findings underscore the role of engagement in translating organizational practices into innovative outcomes, which can be analogously applied to work discipline contexts. Research by Fiqly & Supriyanto (2024)



also demonstrated employee engagement mediates the effect of work discipline on employee performance. The mediating role of engagement suggests that disciplined employees who are engaged are more likely to exhibit enhanced work outcomes, including innovative performance.

To sum up, employee engagement is the go-between for work discipline and creative output. Workers who are highly disciplined are more likely to have an emotional connection to their work, which in turn motivates them to think outside the box when working.

H10: Employee Engagement mediates the effect of Work Discipline on Innovative Performance

## Methods

Participants were people working for Yogyakarta City's Regional Revenue Division of the BPKAD. In this research, a total of 80 employees were sampled using the Non-Probability Sampling model. The distribution of questionnaires is the main data source for this investigation. There was a perfect response rate of 100% when the data was collected using a Google Forms questionnaire. Methods for analysing the data in this study include the program SmartPLS version IV and the statistical method known as Partial Least Square (PLS), which is based on variance.

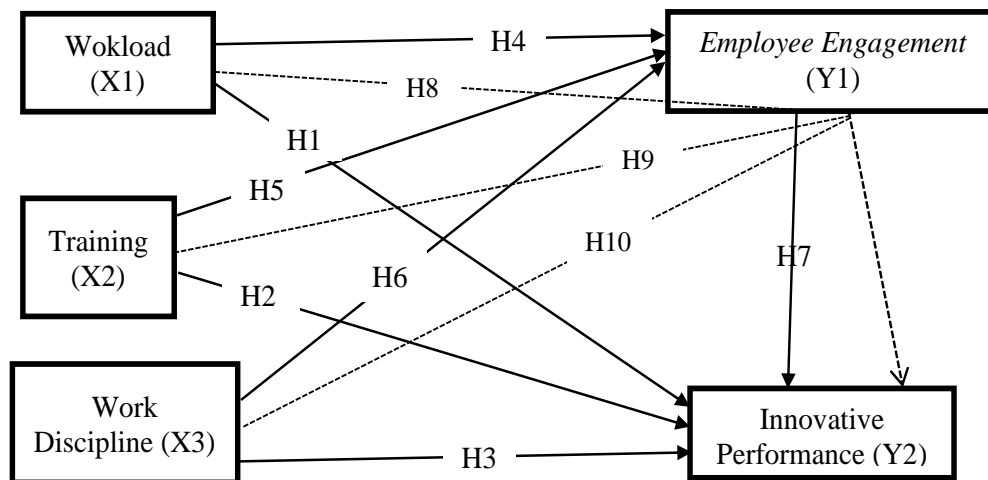


Figure 1. Framework for Research

In light of the theoretical framework discussed earlier, which proposes that employee engagement mediates the relationship between workload, training, and work discipline and innovative performance.

## Variable Operational Definition

### Workload

Workload refers to the mental and physical effort employees must exert to complete their tasks within a given timeframe. It is an important factor influencing performance, employee satisfaction, and productivity. Workload includes aspects such as job conditions, task completion, and time spent on each activity. Excessive workload can negatively affect employees' mental health, engagement, performance, and job satisfaction, potentially leading to employee turnover.

### Training

Training aims to provide employees with the necessary knowledge and skills to perform their tasks more effectively, contributing to the organization's overall objectives. Key indicators of training effectiveness include project-based learning, trainer qualifications, training techniques, content, and

duration. Well-structured training programs enhance employees' technical and soft skills, improving their performance, engagement, job satisfaction, and organizational productivity.

### **Work Discipline**

Work discipline refers to employees' willingness to follow the organization's policies and procedures, ensuring smooth and efficient operations. It involves adherence to established rules, punctuality, effectiveness at work, completing tasks on time, and taking corrective actions when necessary. Work discipline positively impacts service quality, employee satisfaction, loyalty, productivity, and performance.

### **Employee Engagement**

Employee engagement is defined as the emotional, mental, and behavioral investment employees have in their work, leading to greater enthusiasm, energy, and commitment to the organization's success. It involves energy, commitment, and absorption, with additional indicators like pride, satisfaction, and advocacy. A supportive work environment, management support, and leadership all contribute to employee engagement, which in turn boosts creativity, efficiency, job satisfaction, and retention.

### **Innovative Performance**

Innovative performance refers to an employee's ability to generate, refine, and implement new ideas that contribute to the organization's success. This includes creating new products, improving processes, or finding creative solutions to existing tasks. Effective innovative performance is a combination of idea generation, implementation, and evaluation, with factors such as staff involvement, a supportive work environment, adequate resources, and intrinsic motivation playing a role in fostering innovation.

### **Characteristics of Respondent**

There were a total of 80 people who participated in this research study. Most of the people who responded were female, accounting for 51% of the sample. The majority of them were between the ages of 20 to 29, held a bachelor's degree, and had between 1 to 5 years of work experience. As appears in the table that follows:

Table 1. Characteristics of the Respondents

	Total (n=80)	Percentage (%)
<i>Gender</i>		
Male	39	49
Female	41	51
<i>Age (years old)</i>		
20 to 29	37	46
30 to 39	17	21
>40	26	33
<i>Education</i>		
Senior High School	5	16
Diploma	35	14
S1 (Bachelor)	34	54
S2 (Master)	6	16
<i>Working Period (years)</i>		
<1	1	1
1 to 5	41	51
6 to 10	4	5
>10	34	43

Only 1% strongly disagreed with the primary work discipline variable statement, whereas 8.5% expressed disagreement with the same statement. Simultaneously, 65% concurred with the majority of workload variables, whereas 64% concurred with the majority of training variables.

## Results and Discussion

### Results

#### Descriptive Analysis

In descriptive analysis, the goal is to provide a detailed account of the observed events or data properties without drawing any broad conclusions (Wiyono, 2020). The outcomes of these analyses are displayed in Table 2 below:

Table 2. Descriptive Analysis

Categories	W (%)	T (%)	WD (%)	EE (%)	IP (%)
Strongly Disagree	0,21	0,75	1,00	0,63	0,83
Disagree	6,04	5,25	8,50	7,92	8,13
Neutral	9,38	12,38	15,00	12,08	23,96
Agree	65	64	53,13	55,21	55,21
Strongly Agree	19,38	17,63	22,38	24,17	11,88

Note. W=Workload; T=Training; WD=Work Discipline; EE=Employee Engagement; IP=Innovative Performance

Only 1% strongly disagreed with the primary work discipline variable statement, whereas 8.5% expressed disagreement with the same statement. Simultaneously, 65% concurred with the majority of workload variables, whereas 64% concurred with the majority of training variables.

#### Convergent Validity

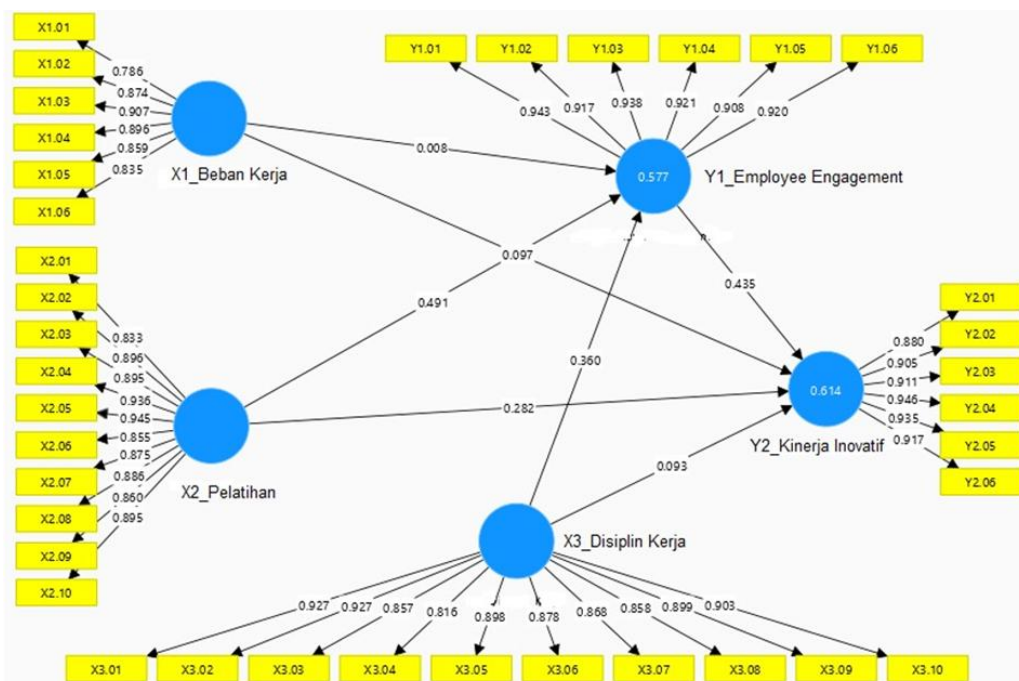


Figure 2. SmartPLS Structural Model

Figure 2 displays the results of the indication testing in question. With a loading factor greater than 0.7, an indicator is considered to have strong convergent validity. Table 3 shows the results of the tabulation.

Table 3. Results of Convergent Validity Test

Variables	Item	Mark Outer Loading	Outer Loading Value Limits	Decision
Workload (X1)	X1.01	0.786	0.7	Valid
	X1.02	0.874	0.7	Valid
	X1.03	0.907	0.7	Valid
	X1.04	0.896	0.7	Valid
	X1.05	0.859	0.7	Valid
	X1.06	0.835	0.7	Valid
Training (X2)	X2.01	0.833	0.7	Valid
	X2.02	0.896	0.7	Valid
	X2.03	0.895	0.7	Valid
	X2.04	0.936	0.7	Valid
	X2.05	0.945	0.7	Valid
	X2.06	0.855	0.7	Valid
	X2.07	0.875	0.7	Valid
	X2.08	0.886	0.7	Valid
	X2.09	0.860	0.7	Valid
	X2.10	0.895	0.7	Valid
Work Discipline (X3)	X3.01	0.927	0.7	Valid
	X3.02	0.927	0.7	Valid
	X3.03	0.857	0.7	Valid
	X3.04	0.816	0.7	Valid
	X3.05	0.898	0.7	Valid
	X3.06	0.878	0.7	Valid
	X3.07	0.868	0.7	Valid
	X3.08	0.858	0.7	Valid
	X3.09	0.899	0.7	Valid
	X3.10	0.903	0.7	Valid
Employee Engagement (Y1)	Y1.01	0.943	0.7	Valid
	Y1.02	0.917	0.7	Valid
	Y1.03	0.938	0.7	Valid
	Y1.04	0.921	0.7	Valid
	Y1.05	0.908	0.7	Valid
	Y1.06	0.920	0.7	Valid
Innovative Performance (Y2)	Y2.01	0.880	0.7	Valid
	Y2.02	0.905	0.7	Valid
	Y2.03	0.911	0.7	Valid
	Y2.04	0.946	0.7	Valid
	Y2.05	0.935	0.7	Valid
	Y2.06	0.917	0.7	Valid

According to the data in the table, all of the item factor loading values (outer loading) are greater than 0.7, indicating that these indicators significantly contribute to the latent construct. So, these things are officially legit.

## Discriminant Validity

Table 4. Discriminant Validity Test Results

	<u>X1</u> Workload	<u>X2</u> Training	<u>X3</u> Work Discipline	<u>Y1</u> Employee Engagement	<u>Y2</u> Innovative Performance
<b>X1.01</b>	<b>0.786</b>	0.462	0.350	0.347	0.287
<b>X1.02</b>	<b>0.874</b>	0.444	0.425	0.347	0.449
<b>X1.03</b>	<b>0.907</b>	0.459	0.527	0.480	0.511
<b>X1.04</b>	<b>0.896</b>	0.474	0.526	0.423	0.446
<b>X1.05</b>	<b>0.859</b>	0.308	0.488	0.302	0.295
<b>X1.06</b>	<b>0.835</b>	0.362	0.415	0.332	0.406
<b>X2.01</b>	0.421	<b>0.833</b>	0.482	0.569	0.586
<b>X2.02</b>	0.383	<b>0.896</b>	0.463	0.582	0.547
<b>X2.03</b>	0.431	<b>0.895</b>	0.508	0.590	0.503
<b>X2.04</b>	0.535	<b>0.936</b>	0.547	0.637	0.633
<b>X2.05</b>	0.490	<b>0.945</b>	0.490	0.660	0.652
<b>X2.06</b>	0.417	<b>0.855</b>	0.520	0.532	0.535
<b>X2.07</b>	0.342	<b>0.875</b>	0.484	0.601	0.590
<b>X2.08</b>	0.467	<b>0.886</b>	0.462	0.642	0.621
<b>X2.09</b>	0.421	<b>0.860</b>	0.489	0.658	0.685
<b>X2.10</b>	0.438	<b>0.895</b>	0.565	0.691	0.692
<b>X3.01</b>	0.552	0.514	<b>0.927</b>	0.620	0.619
<b>X3.02</b>	0.424	0.467	<b>0.927</b>	0.604	0.489
<b>X3.03</b>	0.447	0.458	<b>0.857</b>	0.464	0.560
<b>X3.04</b>	0.504	0.472	<b>0.816</b>	0.440	0.566
<b>X3.05</b>	0.518	0.544	<b>0.898</b>	0.601	0.497
<b>X3.06</b>	0.467	0.454	<b>0.878</b>	0.569	0.465
<b>X3.07</b>	0.566	0.511	<b>0.868</b>	0.580	0.476
<b>X3.08</b>	0.474	0.441	<b>0.858</b>	0.503	0.393
<b>X3.09</b>	0.391	0.578	<b>0.899</b>	0.634	0.560
<b>X3.10</b>	0.386	0.533	<b>0.903</b>	0.617	0.501
<b>Y1.01</b>	0.413	0.635	0.605	<b>0.943</b>	0.695
<b>Y1.02</b>	0.365	0.595	0.554	<b>0.917</b>	0.695
<b>Y1.03</b>	0.384	0.652	0.549	<b>0.938</b>	0.669
<b>Y1.04</b>	0.407	0.683	0.626	<b>0.921</b>	0.754
<b>Y1.05</b>	0.392	0.625	0.619	<b>0.908</b>	0.610
<b>Y1.06</b>	0.486	0.676	0.600	<b>0.920</b>	0.642
<b>Y2.01</b>	0.421	0.589	0.497	0.643	<b>0.880</b>
<b>Y2.02</b>	0.340	0.618	0.497	0.643	<b>0.905</b>
<b>Y2.03</b>	0.460	0.610	0.607	0.690	<b>0.911</b>
<b>Y2.04</b>	0.455	0.645	0.612	0.719	<b>0.946</b>
<b>Y2.05</b>	0.480	0.669	0.520	0.718	<b>0.935</b>
<b>Y2.06</b>	0.461	0.634	0.461	0.614	<b>0.917</b>

If an indicator has a stronger correlation with its own construct than with any other construct, it is considered legitimate (see Table 4).

Results from the discriminant validity test are valid since there is a stronger connection between items and the same indicator than with different indicators. Consequently, discriminant validity can be claimed with certainty in this data.

### Reliability Test

The results of the Cronbach alpha and composite reliability tests are displayed in Table 5 below:

Table 5. Results of Construct Reliability

Variables	Cronbach's Alpha	Composite Reliability	Reliability Limit	Decision
Workload (X1)	0.930	0.945	0,70	Reliable
Training (X2)	0.970	0.974	0,70	Reliable
Work Discipline (X3)	0.969	0.973	0,70	Reliable
Employee Engagement (Y1)	0.966	0.973	0,70	Reliable
Innovative Performance (Y2)	0.961	0.969	0.70	Reliable

Composite reliability and Cronbach's alpha both exhibit satisfactory values (i.e., values over 0.70) according to the test results shown in the table above. this indicates that the measurement device is trustworthy and has a high level of internal consistency.

### Goodness of Fit

Model fit testing evaluates the SmartPLS estimated output against the criteria outlined in Table 6 below:

Table 6. Goodness of Fit Results

Parameter	Rule of Thumb	Parameter Values	Information
<b>SRMR</b>	< 0.10	0.061	Fit
<b>d-ULS</b>	> 0.05	2,713	Fit
<b>dG</b>	> 0.05	3,721	Fit
<b>Chi Square</b>	$\chi^2$ Statistics $\geq \chi^2$ Table	1244,500 > 52,192	Fit
<b>NFI</b>	Close to 1	0.732	Fit
<b>GoF</b>	<b>0.1</b> (small), <b>0.25</b> (moderate), <b>0.36</b> (strong)	0.691	Fit
<b>Q<sup>2</sup> Predictive</b>	<b>Q<sup>2</sup> &gt; 0</b> (Has PR), <b>Q<sup>2</sup> &lt; 0</b> (Lacks PR)	0.837	Fit
<b>Relevance (PR)</b>	<b>0.02</b> (Weak), <b>0.15</b> (Moderate), <b>0.35</b> (Strong)		

This study's model fit test findings suggest that this model can be used to examine the interplay of latent variables; the underlying assumption is that the model faithfully represents the data and possesses useful prediction skills.

### Hypothesis Testing

The outcomes of the hypothesis test can be tabulated as follows as shown in Table 7:

Table 7. Hypothesis Testing

Hypothesis	Std Coefficient Value	<i>t statistics</i>	<i>p-value</i>	Conclusion
H1 W → IP	0.097	1,032	0.303	No effect
H2 T → IP	0.282	2,637	0.009	Influential

H3	WD → IP	0.093	0.590	0.555	No effect
H4	W → EE	0.008	0.066	0.947	No effect
H5	T → EE	0.491	3,235	0.001	Influential
H6	WD → EE	0.360	2,167	0.031	Influential
H7	EE → IP	0.435	3,138	0.002	Influential

Note. W=Workload; T=Training; WD=Work Discipline; EE=Employee Engagement; IP=Innovative Performance

Table 7 concludes as follows: a) There is no statistically significant relationship between workload and creative output. So, we may reject the first hypothesis (H1), which claims in this context, workload negatively impacts innovative performance; b) The impact of training on innovative performance is substantial. If the coefficient is positive, then there is a positive influence; that is, innovative performance rises in tandem with training quality. Training does, in fact, improve innovative performance, proving and accepting the second hypothesis (H2); c) Creativity is unaffected by workplace discipline. So, we can't accept the third hypothesis (H3) that says work discipline boosts innovative performance; it's unproven; d) Employee engagement is unaffected by workload. So, we can't confirm or disprove the fourth hypothesis (H4), which claims that workload reduces employee engagement; e) Employee engagement is impacted by training. An increase in training will lead to a corresponding rise in employee engagement, since the positive coefficient value suggests a favourable influence. As a result, we can accept and embrace the fifth hypothesis (H5), which asserts that training increases employee engagement; e) Employee engagement is impacted by work discipline. More work discipline is linked to an increase in employee engagement, since the positive coefficient value indicates a favourable influence. Hence, we can accept and embrace the sixth hypothesis (H6), which asserts that work discipline increases employee engagement; f) The level of employee involvement influences the performance of creative tasks. Since the coefficient value is positive, we may infer that there is a positive influence; that is, creative output rises in tandem with employee engagement. This proves and supports the seventh hypothesis (H7), which posits that engaged employees produce better innovative results.

### Mediation Analysis

A p-value < 0.05 indicates that the mediation variable explains how the independent variable affects the dependent variable. You can see the results of the mediation effect test in the Indirect Effect output. The Indirect Effects and Total Effects outputs display the coefficient results. The following are the output results:

Table 8. Results of Indirect Effect Hypothesis Test

Hypothesis	Std Coefficient Value	t-statistics	p-value	Conclusion
H8 W → EE → IP	0.004	0.063	0.950	No Mediating
H9 T → EE → IP	0.214	2,252	0.025	Mediating
H10 WD → EE → IP	0.157	1,667	0.096	No Mediating

Note. W=Workload; T=Training; WD=Work Discipline; EE=Employee Engagement; IP=Innovative Performance

Employee Engagement at BPKAD Yogyakarta City's Regional Revenue Department Cannot Mitigate the Effect of Workload on Employees' Innovative Performance. The Indirect Effects Test yielded a p-value greater than 0.05 (0.950 > 0.05), which supports this conclusion. Training has a favourable effect on the innovative performance of BPKAD Yogyakarta City's regional revenue employees, although employee engagement can mitigate this effect. The p-value was less than 0.05 (0.025 < 0.05) according to the Indirect Effect test, which is the basis for this. Because the coefficient is

positive at 0.214, it has a positive affect. Employee Engagement at BPKAD Yogyakarta City's Regional Revenue Department Cannot Mitigate the Effect of Work Discipline on Employees' Innovative Performance. A p-value greater than 0.05 ( $0.096 > 0.05$ ) was obtained from the Indirect Effect Test, which provides the basis for this.

## **Discussion**

### **The Effect of Workload on Innovative Performance**

The claim that Yogyakarta City BPKAD Regional Revenue Employees' workload hinders their innovative performance is unproven and unaccepted. The findings of this study contradict those of Nurak et al. (2023) and Witara & Setiyawan (2023), which demonstrated that a high workload is significantly associated with a decline in the quality of employee performance. Workers are less likely to concentrate on jobs that call for original ideas and fresh approaches when they are overburdened. Despite these contradictory findings, it appears that workload can have a positive effect on innovation with proper management and flexible task allocation. Workload flexibility, such as flexible hours or various assignments, allows for more creative thinking, which contributes to HR theory by showing that organisations may preserve creativity and innovation. The findings highlight the intricate nature of the relationship between workload and creativity, indicating that various factors impact this dynamic and calling for additional investigation into the matter.

### **The Effect of Training on Innovative Performance**

It is reasonable to say training has a positive influence on employees' innovative performance. This study's findings corroborate those of other studies that have found that training influences innovation performance (Fahmi Alfikri et al. 2023). Other studies have found that training significantly influences innovative behaviour (e.g., employees who receive training are more receptive to change and better equipped to handle new challenges at work), and still others have highlighted the importance of training that fosters creativity, problem-solving, critical thinking, and openness to new ideas (Efrilia & Syah, 2022; Suryanti, 2021; Utami & Arif, 2020; Witara & Setiyawan, 2023). Training, especially in technical and soft skills, improves innovative performance through fostering creativity and problem-solving abilities, according to the research. The best way to foster innovation over the long run is with consistent, ongoing training rather than isolated events. Additional post-training support, such as mentorship, helps maintain innovation, and a supportive organisational culture promotes it. The significance of training's kind, length, culture, and support in maximising its effect on creativity is highlighted by these discoveries.

### **The Effect of Work Discipline on Innovative Performance**

Employees' innovative performance is unaffected by work discipline, according to the research's findings. Therefore, according to the third hypothesis, employees' innovative performance is positively impacted by work discipline. There is a positive association exists between work discipline and employee performance, according to previous research. However, this study's findings contradict those of (Wahyudi, 2021; Suryanti, 2021; Juana et al., 2023; Yudha, 2024; Witara & Setiyawan, 2023; Cahyani, 2024; and Cahyani 2024). One of the most important components of innovative performance is the ability to recognise problems, brainstorm potential solutions, and test out new ways. Disciplined personnel will be better equipped to do just that. Research conducted at BPKAD Yogyakarta found that innovative performance was unaffected by work discipline. This conclusion implies that elements such



as intrinsic drive, creativity, and organisational support have a more significant role in driving innovation. It stresses the importance of striking a balance between the two extremes, since the former could stifle innovation and the latter can stifle creativity. This discovery supports the idea that discipline is not the only determinant of innovative performance, but that teamwork, flexibility, and risk-taking should be considered equally.

### **The Effect of Workload on Employee Engagement**

Employee engagement is unaffected by workload, according to the findings. Workload has little effect on employee engagement in BPKAD Yogyakarta's Revenue Division, according to the research. This goes against the results of earlier research that indicated an inverse relationship between involvement and workload (e.g., (Karhani et al., 2022; Iksan & Widodo, 2020). Elfitasari & Mulyana (2020) found a modest link between workload and engagement, which is consistent with our study. Organisational elements, including work culture and flexibility, may mitigate the effect of workload on employee engagement, according to this theoretical contribution. When organisations offer enough assistance, employees may remain engaged despite a heavy workload. Workload isn't the only thing that affects employee engagement; other things, such social support and intrinsic motivation, can be even more important. It is suggested by this study that in order to gain a better understanding of the effects on engagement, it is helpful to distinguish between mental and physical workloads, as well as their duration and severity. Time management and post-training support are two examples of effective workload management that can reduce the impact of effort on engagement. In order to maximise employee engagement and innovative performance, these results add to the body of knowledge in human resource management that focusses on the significance of managerial techniques and moderating factors.

### **The Effect of Training on Employee Engagement**

Employee engagement can be influenced by training, according to the research. The findings of this study are consistent with previous research that has shown that job training significantly affects employee engagement, which includes the degree to which employees are involved, motivated, and committed to their work and organisation (Isah Leontes & Hoole, 2024; Kosali, 2023; Primadini & Karneli, 2023). Technical, leadership, or soft skill training that is well-structured, relevant, and ongoing greatly increases employee engagement via skill improvement and the promotion of intrinsic motivation, according to the results. A stronger emotional commitment from employees is a result of their increased sense of value and connection to the organization's aims. Programs that continue over time are more beneficial than one-off sessions, and training works best in companies with creative cultures and strong support from management. These findings emphasize the significance of customised, ongoing training in raising engagement, dedication, and drive.

### **The Effect of Work Discipline on Employee Engagement**

The findings of this research establish the workplace discipline influences employee engagement. This study's findings that work discipline significantly affects work engagement (employee engagement) are consistent with those of (Permana & Yunus, 2022; Irmawati & Rudini, 2024). In addition to meeting all of the established standards, employees that exhibit high levels of discipline also demonstrate initiative and responsibility on the job. As a result, they are more invested in their work and are more likely to offer their all for the company. Workplace discipline goes beyond just following

the rules, according to the results, which show a correlation between employee engagement and traits like initiative, accountability, and proactiveness. Employees that are self-disciplined not only get their work done faster and better, but they also help the company succeed, which boosts morale and loyalty. According to the research, the impact of discipline differs depending on the culture of the organisation, with more lax organisations reaping the benefits of strict rules. A fundamental driver of individual and organisational performance is discipline, since disciplined people are more productive and closely correspond with organisational goals.

### **The Effect of Employee Engagement on Innovative Performance**

According to the findings, employee involvement does influence employees' innovative performance. This study's findings corroborate those of two previous studies that found an effect of employee engagement on performance: one by Umihastanti & Frianto (2022) and the other by Kosali (2023). Engaged people are more likely to be driven to come up with original ideas when it comes to innovative performance. When workers are invested in their work, they are more likely to look for ways to be creative and more likely to speak out when they have an idea that could help the company succeed. Furthermore, as shown by Permana & Yunus (2022) research, employee involvement has the potential to lead to more innovative performance. The results demonstrate that, particularly in team settings, employee involvement greatly improves innovative performance by inspiring originality and risk-taking. With the assistance of management, engaged workers are more likely to try out new things and take calculated risks. Workers who are actively involved in their work are more likely to be intrinsically motivated to come up with new ideas, which means that engagement acts as a mediator between motivation and innovation. In order to increase the connection between engagement and innovative performance, organisational culture and support play a critical role.

### **Employee Engagement Mediates the Effect of Workload on Employee Innovative Performance**

The research revealed that employee engagement did not impact the relationship between workload and innovative performance on the job. This research's findings contradict those of Karhani et al. (2022) who found that contract workers are vulnerable to burnout due to heavy workloads and that employee engagement mediates the relationship between workload and creative output. When employees aren't invested in their work, they may be less motivated and creative, which can have a negative impact on innovative performance. Iksan & Widodo (2020), discovered that work engagement completely modulates the effect of workload or job demands; nevertheless, this study's results contradict those findings. The results show that when job demands are just right, employees are more invested, which boosts their performance. The results show that workload affects innovative performance regardless of employee engagement, thus we should look into additional variables like management backing, working environment, and resources. Organisational setting, job type, and work-life balance all influence the nature of the relationship between engagement, innovation, and workload. Even when faced with heavy workloads, engagement may help keep creativity alive in supportive, flexible organisations. Furthermore, the study emphasises that heavy workloads have a negative impact on employee happiness and creativity, highlighting the significance of flexibility, workload management, and well-being in influencing this correlation.

### **Employee Engagement Mediates the Effect of Training on Innovative Performance**

It is well-established from the research that training can have a good effect on employees' innovative performance; however, this effect can be mitigated through employee engagement. Consistent with previous studies, this one finds that employee involvement mediates the relationship between training and innovative performance (Kosali, 2023; Utami & Arif, 2020). The results demonstrate that training has an impact on innovative achievement via training, but employee engagement acts as a mediator by encouraging the application of new abilities, which in turn increases innovation. In addition to honing technical abilities, training programs should encourage participants to actively engage emotionally and intellectually. The strength of this connection is enhanced by factors like as managerial support and an innovation-friendly culture. When it comes to human resource management theories, engagement is key to making training as effective as possible in fostering long-term creativity.

### **Employee Engagement Mediates the Effect of Work Discipline on Innovative Performance**

The research's findings establish that employee engagement cannot mitigate the effect of work discipline on employees' innovative performance. This study's findings contradict those of Permana & Yunus (2022) who found that highly disciplined workers are more likely to be enthusiastic about their jobs, which in turn motivates them to come up with creative solutions to problems. Furthermore, it contradicts the findings of Ardiansyah & Artadita (2021), who found that work discipline greatly enhances employee performance through engagement (the latter serving as a mediator between the former and its effect on innovative performance). While work discipline does improve focus and productivity, it does not always correspond with emotional investment or intrinsic drive; this research adds to the body of knowledge by indicating that the impact of work discipline on creative performance is not mitigated by employee engagement. There may be other, more important factors at play here, such as levels of job satisfaction or agency. There is less of a correlation between strong discipline and invention since it tends to value routine work above originality. Depending on the nature of the organisation, engagement may play a mediating function; for example, highly engaged workers may not be necessary for the creative solutions offered by disciplined workers. Because of this, new theoretical directions can be pursued, such as the investigation of potential organisational influences and alternative mediators.

### **Conclusions**

Employee Engagement positively impacts Innovative Performance, Workload does not impact Innovative Performance, Work discipline does not impact Innovative Performance, Training positively impacts Innovative Performance, Workload does not impact Employee Engagement, Training positively impacts Employee Engagement, Work Discipline positively impacts Employee Engagement, Employee engagement cannot mediate the impact of workload on innovative performance; however, it successfully mediates the positive effect of training on innovative performance. On the other hand, employee engagement is unable to mediate the effect of work discipline on innovative performance.

This study stands out due to its methodological rigor and comprehensive approach. It employs an in-depth mediation analysis to investigate both direct and indirect effects among the variables. The statistical reliability of the findings is reinforced through the application of t-statistics and p-values, ensuring precision in interpretation. These elements highlight the study's strength in delivering robust and evidence-based insights.

From a practical standpoint, the findings are particularly relevant for the Revenue Division of the Regional Financial and Asset Management Agency (BPKAD) in Yogyakarta City. The positive influence of training on innovative performance suggests the importance of developing tailored training programs that align with specific job demands, utilize current technologies, and prioritize creativity and problem-solving abilities. Regular assessment and feedback collection are critical to refine these programs. Additionally, since workload was not found to significantly impact innovation or employee engagement, a reevaluation of task distribution is necessary to maintain fairness and allow room for innovation. Similarly, the current discipline system should adopt a more flexible and goal-oriented approach, emphasizing outcomes while encouraging collaboration and creative expression to foster a more innovation-friendly work culture.

In terms of theoretical contribution, the study confirms that training significantly contributes to innovative performance, whereas workload and discipline do not exhibit the same effect. This finding opens new avenues for developing theories that better explain how specific organizational factors influence innovation within public institutions. Moreover, the role of employee engagement as a mediator offers further insight into the mechanisms driving innovative outcomes. Future studies are encouraged to explore additional mediators or moderators such as intrinsic motivation, organizational climate, or leadership style. Given the study's limited governmental sample, comparative research in private sectors or broader populations across different regions and institutions would be beneficial to determine the generalizability of the findings. Subsequent research could also examine the influence of other variables, like organizational innovation climate, job satisfaction, or leadership approaches, and assess the moderating effects of demographic factors such as age, work experience, or educational background on the relationships among training, workload, discipline, engagement, and innovation.

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