

The Effect of Training on Innovative Work Behavior Mediated By Employee Engagement and Career Development As A Moderation Variable In Employees of The Aceh Agriculture and Plantation Service

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Abstract

This study investigates the impact of training on innovative work behavior, with employee engagement and career development serving as moderating variables among employees of the Aceh Agriculture and Plantation Service. The population consisted of all employees in this agency, totaling 498 ASN. The sample size for this study was 222 ASN, selected through Proportional Random Sampling. The research model was analyzed using SEM software. The findings revealed that training significantly influences innovative work behavior; it also has a considerable impact on employee engagement. Furthermore, employee engagement plays a significant role in fostering innovative work behavior and partially mediates the relationship between training and innovative work behavior. However, career development was found to have no moderating effect on the relationship between training and innovative work behavior.

Keywords: Training, Innovative Work Behavior, Employee Engagement and Career Development

1. Introduction

In today's competitive environment, an organization's growth relies on its ability to effectively develop and implement innovative ideas. Consequently, organizations expect their employees to contribute innovative work in order to thrive (Babu *et al.*, 2024). Innovative employee behavior in the workplace results in innovative work quality and fosters patterns that strengthen the mental or ability of employees. Employees who behave innovatively tend to continue to seek and develop new ideas. This can result in more effective, efficient, and innovative solutions to existing problems. By implementing new ideas, employees can improve work processes, improve products or services, and create added value for the agency. Innovative work behavior not only provides direct benefits to the agency in the form of improved work and product quality but also strengthens the mental abilities and mindset of employees, creating a dynamic and progressive work environment (Ghani *et al.*, 2023). The phenomenon related to innovative work behavior was seen at the end of 2022, when the Aceh government awarded the 2022 Aceh Innovation Award to six Aceh Work Units (SKPA) that were considered very innovative. The government stated that innovation is the key and solution to overcoming various development problems, both in terms of public services and governance (Tobari, 2022). At the end of 2023, 15 SKPAs that had innovative policies and work programs in the field of public services also received awards. Regional innovation is considered a tool by the government to encourage the creation of a more productive, efficient, and effective government and community development. The 2023 Aceh Innovation Award is organized by the Aceh Regional Development Planning Agency (Bappeda), there are still 31 SKPA that have not received innovation awards from the Aceh government (Jayadi & Fadhillah, 2023). The list of SKPA that received innovation awards from the Aceh government is shown in the Table below.

Table 1. SKPA Innovation Awardee In The Year 2023

No	SKPA	Number of Innovation Awards
1	Zainoel Abidin (General Hospital)	10
2	Health	2
3	Education	2
4	Social	2
5	Civil Service	1
6	Planning and Development (Board)	1
7	Baitul Mal (Secretariat)	4
8	Communication, Information, and Encryption	4
9	Population Registration	3
10	Community and Gampong Empowerment	1
11	Agriculture and Plantation	1
12	Transportation	1
13	Investment and Integrated Licensing	3
14	Library and Archives	3
15	Regional Secretariat Goods and Services Procurement (Bureau)	1

Source : Aceh Government (2024)

Table 1 reveals that the number of work innovations received by the Aceh Agriculture and Plantation Service is only 1, while several other SKPAs received more than 2 work innovation awards, such as the Zainoel Abidin General Hospital which received 10 work innovation awards, then the Baitul Mal Secretariat and the Communication, Informatics and Encryption each received 4 innovations, then the Population Registration, the Library and Archives and the Investment and Integrated Licensing each received 3 work innovation awards. This means that out of 15 SKPAs, the Agriculture and Plantation only received 1 work innovation award, this is one of the reasons researchers conducted the study because the number of work innovations obtained by the Agriculture and Plantation Service is lower than the other nine SKPAs. The Aceh Agriculture and Plantation Service is one of the work units of the Aceh province and a work unit under the Aceh Government which is responsible for carrying out various government functions at the provincial level. It plays an important role in ensuring that public services in Aceh run well and in accordance with the needs of the community. Employees work to plan, manage, and implement various projects and initiatives aimed at improving the welfare and quality of life of Acehnese people. One factor that can improve human resources in the Aceh Agriculture and Plantation Service is innovative work behavior. Based on a preliminary survey of innovative work behavior with 31 employees of the Aceh Agriculture and Plantation Service, the average value was 3.02. Because the average of the average indicators shows a value of 3.02 < 3.40, it can be said that innovative work behavior is still perceived poorly, especially in the indicator " While working at this agency, I try to get the funds and resources needed to implement innovation". Thus, innovative work behavior at the Aceh Agriculture and Plantation Service is still not as expected.

Innovative work behavior can be influenced by several factors including training and development (Mensah et al ., 2023). Training involves organized efforts to equip employees with the knowledge, skills, attitudes, and behaviors necessary to perform specific tasks or jobs effectively. Development, on the other hand, focuses on systematic initiatives that provide employees with the knowledge, skills, attitudes, and behaviors essential for personal and professional growth. Both training and development programs are designed to enhance employee understanding and capabilities (Yunita & Mon, 2023). Susomrith *et al* . (2019) stated that training and development have an effect on innovative work behavior. (Afrinanda et al., 2022) stated that the more frequently training and development are held, the more positive impact it will have on increasing innovative work behavior. However, the results of research from Nehles & Veenendaal (2019) stated that training and development had no effect on innovative work behavior. The issue concerning the training and development of employees within the Aceh Agriculture and Plantation Service indicates that there are significant areas for improvement. Based on a preliminary

survey, the average rating for training and development among employees was 3.38, which falls below the threshold of 3.40. This suggests that the current training and development initiatives are generally viewed as inadequate, particularly regarding the statement, "Training and development for me is conducted based on gaps and training needs." As a result, the training and development programs at the Aceh Agriculture and Plantation Service are not meeting expectations.

Poor innovative work behavior may result from insufficient employee engagement. When employee engagement is lacking, it can lead to subpar innovative work behavior. Employee engagement is defined as a state of consistent, positive, and emotional motivation fulfillment. Individuals involved in employee work find work to be energizing and meaningful, and employees experience a state of positive work-related well-being and high motivation. Therefore, employee engagement can be viewed as a personal investment of resources in task performance (Yang *et al.* , 2018). Recent research by Ghani *et al.* . (2023) indicates that employee engagement positively influences innovative work behavior. The research conducted by Al-Hawari *et al.* (2019) indicates that employee engagement significantly influences innovative work behavior. In the case of the employees at the Aceh Agriculture and Plantation Service, *there are concerns regarding the level of employee engagement*, which appears to be suboptimal. A preliminary survey revealed an average engagement score of 3.14 out of a possible 5.0, indicating that employee engagement is perceived as below satisfactory levels, particularly concerning the indicator: "I can appreciate my time by working hard, and in my job, I feel very mentally tough." Therefore, it is evident that employee engagement at the Aceh Agriculture and Plantation Service does not meet expectations.

Additionally, there are signs that career development within the institution plays a significant role. In government agencies, the phenomenon of limited advancement opportunities can hinder employees' professional growth. Many may perceive a lack of clear pathways for progression within these organizations. The absence of support from colleagues, supervisors, or family can further exacerbate these feelings, as such support is critical for skill enhancement and career advancement. Moreover, challenges related to career development may stem from insufficient training and professional development opportunities, as well as a misalignment between employees' interests and their job responsibilities. Employees frequently experience frustration when agencies do not offer adequate training to improve their skills and knowledge, ultimately stifling their career growth (Yang *et al.* , 2023).

2. Literature

Innovative Work Behavior

Innovative work behavior is a concept that encompasses a range of actions and activities undertaken by individuals at work to generate and implement new, useful ideas. This initiative focuses on generating, executing, and suggesting new ideas to enhance the performance of individuals, departments, or organizations. In particular, employees' innovative behavior is a significant asset, as it involves the creation, adoption, and implementation of novel concepts for work processes, products, and services. Such innovation is crucial for any organization seeking growth in a competitive business landscape. (Ghani *et al.* , 2023). Innovative work behavior refers to individual actions aimed at discovering and applying new ideas, processes, products, and procedures within organizations (Arvina *et al.*, 2022). It represents a proactive approach to initiating and introducing innovations that add value to the organization (Amri *et al.* , 2019). Innovative work behavior involves proactive activities in seeking and developing new ideas that can improve processes, products, or services in the workplace. It includes identifying opportunities for improvement and creating innovative solutions. Innovative work behavior includes actions to implement new solutions and creative ideas into daily work practices. It involves planning, testing, and executing ideas until they become part of the organization's processes (Saif *et al.* , 2024).

Training

Training (including development) refers to a systematic process designed to enhance the knowledge, skills, attitudes, and expertise of employees, enabling them to effectively carry out routine tasks and achieve organizational goals. Moreover, training sessions play a crucial role in refining employees' abilities to perform specific tasks. This process not only aids organizations in retaining their current workforce but also equips employees with essential information, skills, experience, and competencies (Hosen *et al.* , 2024). Training and development is a series of activities designed and implemented by an organization to improve employee knowledge, skills, and competencies in the context of

employee work. The purpose of this training and development is to improve individual performance, facilitate professional growth and development, and increase employee contributions to the overall success of the organization (Hayyat *et al.* , 2023). Basically, training and development involves a structured process to help employees acquire new knowledge, develop new skills, and improve existing skills. This can be done through a variety of methods, including formal training, *on-the-job training*, mentoring, self-learning, and project work experience (Noor *et al.* , 2023). In this study, the "training and development" will also be referred to as "training", becoming one unified word variable.

Employee Engagement

Employee engagement refers to the high and sustained involvement of employees in the organization's initiatives to achieve its established environmental goals (Hayyat *et al.* , 2023). It is characterized as a state of mind marked by enthusiasm, commitment, and enjoyment surrounding an individual's work efforts. Employee engagement can be categorized into three distinct types: emotional, cognitive, and behavioral. Employees who exhibit emotional engagement display feelings such as enthusiasm, pride, and passion for their work. Additionally, behavioral engagement is demonstrated through proactive habits like going the extra mile, taking initiative, and actively engaging in problem-solving and decision-making processes (Ghani *et al.* , 2023). Employee engagement refers to the level of involvement and enthusiasm that employees exhibit towards their work and workplace. Engaged employees are those who demonstrate commitment and passion for their roles, making meaningful contributions to the organization (Al-Hawari *et al.* , 2019). This state of engagement is characterized by positivity, satisfaction, and a work-related mindset that encompasses enthusiasm, dedication, and immersion in tasks. It involves not only a strong enthusiasm for work but also a commitment to responsibilities and a deep connection to the work being done (Prentice *et al.* , 2023). Furthermore, employee engagement is fundamentally a process that encourages employees at all organizational levels to participate in decision-making and problem-solving (Nur *et al.* , 2021).

Career Development

Career development is essential for bridging the gap between organizational needs and the career aspirations of employees. It is a systematic process designed to prepare employees for new and advanced roles within the workplace. Furthermore, effective career development initiatives enhance the skills necessary for employees to contribute to organizational growth. (Hosen *et al.* , 2024). Career development refers to the process by which individuals make decisions about their career paths, set career goals, and acquire the skills and experiences necessary to achieve those goals. It encompasses a range of related activities and behaviors that occur throughout a person's work life, with a focus on personal growth and organizational expectations. This process is critical for employees to achieve their desired career goals and adapt to changing labor markets and career shocks (Mehreen & Ali, 2022)

Research Framework

A conceptual framework is a conceptual structure used to design, understand, and explain a phenomenon or problem. A framework serves as a theoretical or conceptual *basis* that guides research or analysis of a particular topic or problem. A framework identifies key concepts that are relevant to the topic or problem being studied. These concepts can be theories, models, or variables that have been previously studied or are directly related to the research topic. A framework explains the relationships between relevant concepts in the context of the phenomenon or problem being studied. This helps illustrate how the concepts are related to each other and how employees contribute to the understanding of the topic. Based on the relationship between variables, this study framework is revealed in Figure 1.

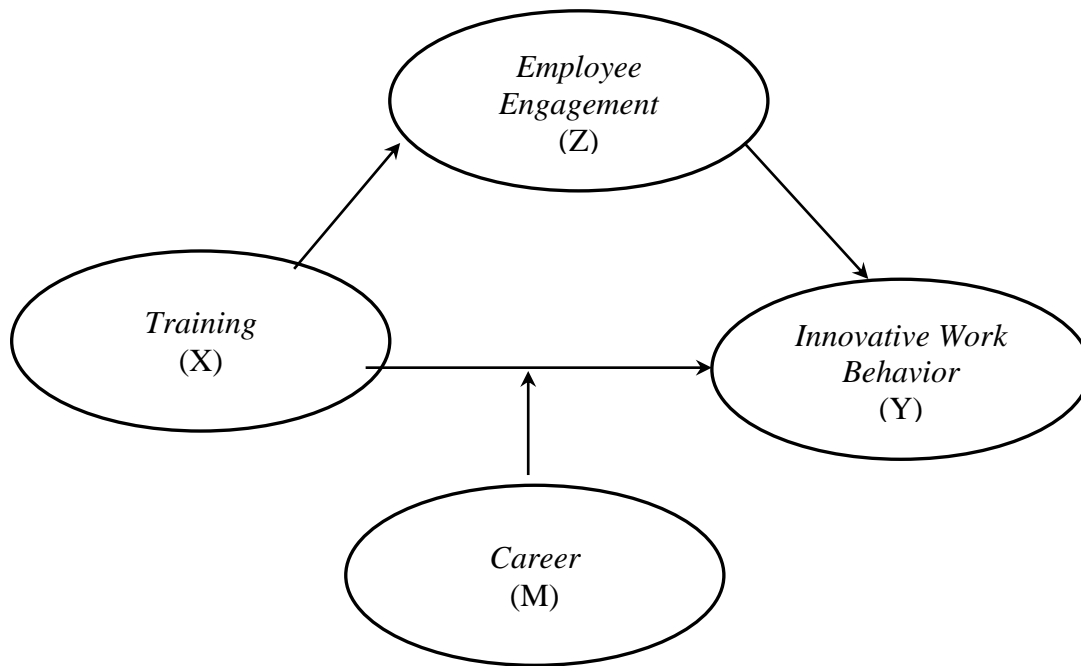


Figure 1. Research Framework

Furthermore, the hypotheses presented for testing are as follows.

- H1 : Significantly training affects innovative work behavior
- H2 : Significantly training affects employee engagement
- H3 : Significantly employee engagement affects innovative work behavior
- H4 : Significantly employee engagement mediates the training effect on innovative work behavior
- H5 : Significantly career development moderates the training effect on innovative work behavior

3. Method

This study aims to identify the factors causing the problems that occur. The type of research conducted is a causal study, namely a study that aims to find the cause of one or more existing problems. As a location for data collection and other purposes, this study was conducted at the Aceh Agriculture and Plantation Service located in Banda Aceh City, Indonesia. The objects of the study include training, innovative work behavior, employee engagement, and career development. The population in this study consisted of all employees of the Aceh Agriculture and Plantation Service totaling 498 civil servants (ASN). For sampling, a non-probability sampling technique with a purposive sampling type was used, namely sampling based on special considerations with the criteria that the respondents selected were employees with ASN status. A total of 222 ASN were selected as samples in this study. Sample selection was carried out using the Proportional Random Sampling technique, which ensures that each member of the population has an equal chance of being selected as part of the sample. Data was collected through a questionnaire, with the answer choices provided. (Ferdinand, 2014) It was tested through the Structural Equation Modelling technique using AMOS software (Ferdinand, 2014). We use the measurement model test with confirmatory factor analysis (CFA), and structural test. The path diagram of the research variables can be seen in Figure 2.

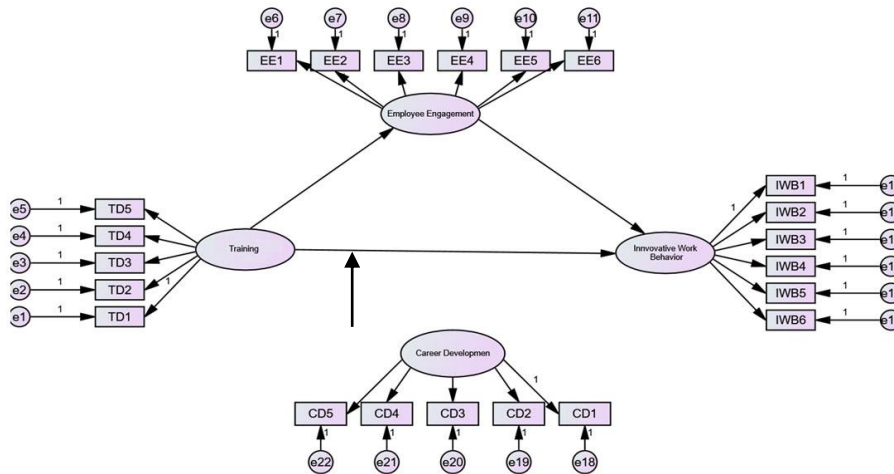


Figure 2. AMOS Diagram Reflection for The Study Framework

4. Result

Hypothesis Testing Results

Once all assumptions have been validated through a measurement test, the subsequent phase involves conducting a structural test. In this context, Table 2 presents the results from testing the direct effect hypotheses, detailing the relationships and interactions observed among the variables under investigation.

Table 2. Direct Influence Testing

Influence Between Variables		Estimate	SE	CR	P
Employee Engagement	<--- Training	0.279	0.092	3.032	0.003
Innovative_Work_Behavior	<--- Training	0.332	0.099	3.363	0.000
Innovative_Work_Behavior	<--- Employee Engagement	0.198	0.071	2.789	0.011

Source: Processed Data (2025)

Furthermore, the mediation test result is shown in Table 3.

Table 3. Mediation Influence Testing

Influence Between Variables	Beta	P-value
Training ---> Behavior Innovative Work	0.213	0.040

Source: Processed Data (2025)

Next, the moderation test results are shown in Table 4.

Table 4. Moderation Interaction Testing

Influence Between Variables		Estimate	SE	CR	P
Training	<--> Career_Development	-.029	.038	-.774	.439
Training	<--> Innovative_Work_Behavior	.001	.034	.021	.983
Innovative_Work_Behavior	<--> IntModeration	-.021	.029	-.705	.481

Source: Processed Data (2025)

Discussion

H1 test: Training on Innovative Work Behavior

The results show that significantly training affects innovative work behavior, which can be seen from the path coefficient of 3.363 > 1.96 and a probability value of 0.000 < 0.05. The magnitude of the contribution is 33.2%. Research results from Susomrith *et al.* (2019) state that training and development have an effect on innovative work behavior. Furthermore, the results of research from (Afrinanda *et al.*, 2022) stated that the more frequent training and development is held, the more positive impact it will have on increasing innovative work behavior. This is because training provides employees with access to new knowledge and skills that can improve their ability to find new and creative solutions to problems in the workplace. Skilled employees are more likely to develop innovative ideas and

implement changes that have a positive impact on the organization. When employees receive in-depth training on how to face challenges or manage change, they feel more prepared to take the risks necessary to innovate. This self-confidence is critical to innovative behavior, as innovation often involves uncertainty and experimentation. Employee training shows that agencies can improve employee career development, which can increase motivation and job satisfaction. Motivated employees are more likely to think creatively and find new ways to complete their tasks.

H2 test : Training on Employee Engagement

The results reveal that significantly training affects employee engagement, which can be seen from the path coefficient of $3.032 > 1.96$ and a probability value of $0.003 < 0.05$. The magnitude of the contribution is 27.9%. This result is in line with Noor *et al.* (2023) stated that training and development have an effect on innovative work behavior. Furthermore, the research results from Yunita & Mon (2023) state that training and development have an impact on innovative work behavior. Training provides employees with opportunities to grow in their jobs, which can increase job satisfaction. Employees who are satisfied with their jobs are more likely to demonstrate high levels of engagement because they feel fulfilled and motivated to make their best contribution. Training programs help employees develop skills and abilities relevant to their jobs. When employees feel more competent in their tasks, they are more confident and engaged in their work. They are also more proactive in seeking out opportunities to improve performance and innovate. Training in leadership or decision-making skills can empower employees to become more involved in the organization's decision-making process. When employees feel they can provide meaningful input into important processes, their engagement in the organization increases.

H3 test: Employee Engagement on Innovative Work Behavior

The results explain that significantly employee engagement affects innovative work behavior, which can be seen from the path coefficient of $2.789 < 1.96$ and a probability value of $0.011 > 0.05$. The magnitude of the contribution is 19.8%. This result is in line with Ghani *et al.* (2023) stated that employee engagement has an effect on innovative work behavior. Furthermore, the results of research from Al-Hawari *et al.* (2019) stated that employee engagement has an effect on innovative work behavior. Employees who are engaged in their work are more motivated to think creatively and generate new ideas. Engagement increases a sense of ownership of the work and the organization, which encourages employees to find new and better solutions to existing challenges. This is very important in creating innovative ideas. Employee engagement increases their sense of responsibility for the success of the organization. Employees who feel engaged have a greater commitment to implementing innovative ideas and work hard to ensure that new solutions can be successfully implemented and have a positive impact on the organization. Employee engagement encourages them to develop a more open attitude toward new ideas and unconventional processes. With high engagement, employees are more likely to seek out and try new things, and strive to develop ideas that can bring about positive change. Employee engagement creates an environment conducive to the development and implementation of innovative ideas. Employees who feel valued and engaged tend to have a high sense of responsibility for innovation, are more willing to take risks, and work harder to create creative solutions that can improve the performance and success of the organization.

H4 test: Training on Innovative Work Behavior through Employee Engagement Mediation

The results show that significantly employee engagement mediates the training influence on innovative work behavior, which is shown by the path coefficient of 0.213 and a significant value of $0.040 < 0.05$. This also shows that the function of employee engagement in the Hypothesis 4 model is as a partial mediator, because Hypothesis 1 was previously proven to be significant, that training can also have a significant direct impact on innovative work behavior (without having to go through employee engagement). This result is in line with Elamin *et al.* (2024) stated that there is a direct influence of training on innovative work behavior through employee engagement. Employees who are highly engaged in their work may be focused on efficiency and managing daily tasks, which also always encourages innovation. Innovation often requires time and freedom to explore new ideas outside of the work routine. Employees who are engaged in their work can increase their intrinsic motivation to create or implement new ideas. Some employees are more comfortable with being encouraged to seek innovation. Training can provide new skills,

employees feel that they have enough skills or knowledge to innovate effectively. This suggests that engagement can change innovative work behavior with the support of relevant skills.

H5 test: Training on Innovative Work Behavior with Career Development Moderation

The results show that career development does not significantly moderate the training influence on innovative work behavior, which is shown by the path coefficient of -0.024 and a significant value of $0.481 > 0.05$. This result differs from Aris et al. (2019) stated that career development does not moderate the influence of training and development on innovative work behavior. Employees who are focused on career paths and promotions do not necessarily feel motivated to innovate in their jobs. They may be more oriented toward stability and achieving long-term career goals, which may not always align with the need to innovate or find creative solutions. Not all career paths within an organization are associated with increased innovative behavior. Some career paths may be more focused on managing operational, administrative, or responsibilities that are less related to the generation of new ideas. This may make career development less likely to play a significant role in moderating the relationship between training and innovation. Employees who are in more structured or administrative career paths may not feel directly involved in the innovation process. Therefore, even if they receive training, their less innovation-oriented career paths may reduce the impact of training development on their innovative behavior.

5. Conclusion

The findings of this study indicate that training significantly impacts innovative work behavior as well as employee engagement. Additionally, employee engagement was found to significantly influence innovative work behavior and to mediate the effect of training on innovative work behavior. It is important to note that career development does not significantly moderate the relationship between training and innovative work behavior. These results suggest that enhancing innovative work behavior can be achieved by strengthening employees through effective training programs and fostering higher levels of employee engagement. These findings address the research questions related to the variables examined in this study and can serve as a foundation for future research endeavors. However, the study does have limitations concerning the sample size and the number of variables considered. The perceptions gathered through the survey led to the following recommendations.

1. The agency should design and strengthen more specific training programs to enhance employees' creativity and innovative abilities. Training can include creative problem-solving techniques, the use of the latest technology in agriculture and plantations, and training in innovation-based decision-making. Training programs that focus on developing skills directly related to innovative work will further enhance the effectiveness of innovative work behavior in the agency environment.
2. The department needs to increase employee engagement in training programs by providing greater opportunities for employees to actively participate, share ideas, and discuss. This can be done by organizing knowledge-sharing sessions, discussion forums, and team-based learning activities that encourage interaction between employees. In addition, there needs to be clear and constructive feedback after training so that employees feel appreciated and more involved in implementing the new knowledge they have acquired.
3. To maximize the impact of training on innovative behavior, it is important for management to provide greater support for the implementation of new ideas. This includes providing opportunities for employees to test new ideas, providing the necessary resources, and supporting innovation-related experimentation.

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