

The Mediating Role of Work Environment on the Influence of Grit on Employees' Innovative Work Behavior

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Abstract: Innovation is the key to competitiveness in today's technological era. Perseverance is a person's persistence and desire to achieve long-term goals. However, these relationships are often inconsistent and influenced by contextual factors such as the work environment. This study aims to analyze the role of grit on innovative work behavior, the role of grit in the work environment, the role of the work environment on innovative work behavior, and also the influence of grit on innovative work behavior through the mediation of the work environment. The quantitative approach was carried out using the purposive sampling method with a questionnaire via Google Forms and measured using the Likert scale. The data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Research shows that grit has a significant influence on Innovative Work Behavior and also has a positive and significant effect on Innovative Work Behavior through the Work Environment as a mediating variable. Based on the results of the study, it was concluded that the levels of grit, Work Environment, and Innovative Work Behavior are in the high category, although there are several aspects that need to be improved.

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INTRODUCTION

Civil servants (ASN) are required to continuously innovate despite working in an institutionalized, policy-sensitive, and risk-averse environment, often facing various limitations in the innovation process (Waheduzzaman, 2026). Challenges such as high workloads, rigid hierarchical structures, and limited resources can also hinder innovation development (Elagili et al., 2025). These conditions require civil servants to have the ability to adapt to improve the quality of public services (Plimmer et al., 2023). Therefore, improving Innovative Work Behavior is a crucial requirement in supporting the performance of public sector organizations.

Innovative Work Behavior is the act of discovering, developing, and implementing new ideas that benefit the organization. This behavior is seen as a conscious effort to generate and implement innovations to improve organizational performance (Kantola et al., 2025). Research shows that technological support, collaboration spaces, knowledge sharing, and opportunities for experimentation can increase innovation in the work of civil servants (Rosita et al., 2026). These efforts also strengthen a culture of innovation within the government.

Another important characteristic of the work environment in work design is social support, which is included in the social characteristics proposed by this social support



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comes from a variety of sources, such as superiors, co-workers, and organizations. The work environment also includes organizational policies, procedures, awards, and practices that affect employee behavior (Yen & Diep, 2025).

Another factor that has the potential to increase innovative work behavior is grit. Employees with high levels of grit tend to have better job satisfaction and are better able to face work challenges (Syafitri, 2022). Based on the study conducted by Lailla et al. (2025), it was found that grit contributes directly to enhancing self-efficacy, which subsequently strengthens work engagement. The study also revealed that work engagement significantly reduces burnout, indicating that teachers who are more engaged in their work tend to experience lower levels of burnout.

The government is also encouraging increased civil servant capacity through digitalization and cross-sector collaboration to support innovation (Saputro & Widhiyanto, 2025). In research conducted by Lailla and Nuraeni (2023), it was also shown that innovative work behavior can have a positive effect on proactive personality, but of course it is also influenced by other variables or factors. This situation demonstrates the importance of strengthening individual character and the work environment in encouraging innovative work behavior.

Previous research has provided only partial evidence regarding the association between grit and innovative work behavior. Suendarti et al. (2020) demonstrated that grit positively influenced innovative behavior through the mediating role of self-efficacy, while Ham and Salendu (2022) identified grit as a mediator in the relationship between job insecurity and innovative work behavior. Likewise, Jamilah et al. (2025) found that grit enhanced employee engagement through self-efficacy, although their study did not specifically investigate innovative work behavior. Collectively, these findings indicate that grit has the potential to foster innovation-related outcomes. However, the underlying mechanisms through which employees' perseverance and passion for long-term goals translate into innovative work behavior remain underexplored. In particular, empirical studies examining perceived work environment as a mediating mechanism linking grit to innovative work behavior, especially within the public sector and among civil servants, are still limited. To address this gap, the present study investigates the indirect effect of grit on innovative work behavior through perceived work environment in the context of public-sector employees'.

LITERATURE REVIEW

Based on the literature review, Innovative Work Behavior (IWB) refers to employees' intentional behavior in generating, promoting, and implementing new ideas to improve organizational performance (Halawa et al., 2023). IWB includes idea generation, idea exploration, idea championing, and idea implementation, which collectively support innovation in the workplace. A supportive work environment enhances employees' motivation and willingness to engage in innovative activities by providing autonomy, managerial support, and ethical practices (Patrick & Kareem, 2021). Consequently, IWB is recognized as a critical factor in improving organizational effectiveness and competitiveness.

The work environment comprises physical and non-physical conditions that influence employees' motivation, performance, and well-being (Fauzi et al., 2022). A positive work environment encourages collaboration, open communication, and social support, enabling employees to contribute innovative ideas and improve organizational outcomes (Amelia, 2023). Meanwhile, grit is defined as perseverance and passion for achieving long-term goals despite challenges and setbacks. Employees with high grit demonstrate sustained effort and commitment, allowing them to adapt effectively to organizational demands and maintain consistent performance over time (Lozano-Jiménez et al., 2021).

Based on the opinion of Suendarti et al. (2020) that grit is an important factor that supports the realization of innovative work behaviors, this study proposes the hypothesis that grit is positively associated with innovative work behavior. It then refers to a statement by Southwick et al. (2021) that explains that grit is an individual characteristic that not only contributes to performance achievement but also plays a role in shaping a positive work experience through leadership, organizational culture, and work design. Individuals who are able to have a high level of grit tend to be able to maintain commitment, demonstrate perseverance in the face of challenges, and build constructive working relationships to create a more conducive work environment. Then, the grit hypothesis is positively associated with the employee's work environment, while the work environment hypothesis is positively associated with innovative work behaviors, referring to Hilendarov et al. (2023), which states that organizations that build a trust-based work culture, provide open communication channels, and encourage empathy between employees will be better able to create an environment that supports creativity and innovation. It then refers to Ham and Salendu (2022), which shows that grit has a role as a mediating variable in increasing innovative work behavior. Although the research model uses different mediation variables, the results show that grit can be a mechanism that strengthens the emergence of innovative work behaviors. Therefore, it is hypothesized that grit is positively associated with innovative work behavior through work environment mediation. Therefore, the research framework hypothesizes that the work environment mediates the relationship between grit and Innovative Work Behaviors, providing a more comprehensive explanation of how individual and organizational factors together drive innovation in the public sector.

METHODS

Data were collected from 611 eligible civil servants using purposive sampling. Respondents were required to be active civil servants, have worked in the organization for at least 5 years, and provide informed consent. Of the 270 questionnaires distributed, 135 were returned. After excluding 135 submissions because they had passed the specified time limit, 135 valid submissions were retained, resulting in a final response rate of 50%. A priori power analysis using G*Power showed a minimum sample of 68, based on 2 predictors, the effect size $f\text{-squared} = 0.15$, $\alpha=0.05$, and the power of 0.80.

All items in the electronic questionnaire are mandatory; Therefore, the final dataset does not contain any missing values. Respondents receive information regarding the purpose of the research, voluntary participation, confidentiality, and their right to opt-out before providing electronic consent. Ethical approval was obtained from the Human Resources Bureau with approval number ND/KP.19/585/S.2/2026/research, and an ethics review exemption was received from the Ministry of Creative Economy of the Republic of Indonesia. Direct and indirect relationships were examined using bootstrapping with a subsample of 5,000, a two-tailed test, $\alpha=0.05$, a 95% confidence interval percentile bootstrap, and no sign change.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondent characteristics by gender are presented to illustrate the distribution of respondents participating in the study. This grouping aims to determine the proportion of male and female respondents, thus providing information on the composition of the study sample. The distribution of respondent characteristics by gender is presented in Table 1.

Table 1. Statistical Data on Respondent Characteristics By Gender

No	Gender	Amount	Presentation
1	Man	63	46.7%
2	Woman	72	53.3%
		135	100%

Source: Data processed by Researchers (2026)

Based on Table 1, the characteristics of respondents by gender indicate that the majority of respondents were female, at 72 people, or 53.3%. Meanwhile, there were 63 male respondents, or 46.7% (rounded to 47%). This indicates that female respondents participated slightly more than male respondents.

Descriptive Analysis Results

Table 2. Descriptive Analysis Results

Indicator	1	2	3	4	5	Mean
GR 1	0,00%	1,50%	5,90%	45,90%	46,70%	4,38
GR 2	0,00%	2,20%	6,70%	44,40%	46,70%	4,36
GR 3	0,00%	0,70%	7,40%	41,50%	50,40%	4,41
GR 6	0,00%	0,00%	9,60%	48,10%	42,20%	4,33
GR 7	0,00%	0,70%	7,40%	38,50%	53,30%	4,44
GR 8	0,00%	1,50%	13,30%	41,50%	43,70%	4,27
LK 3	0,70%	4,40%	20,70%	44,40%	29,60%	3,98
LK 4	0,70%	2,20%	13,30%	43,70%	40,00%	4,20
LK 5	0,00%	0,70%	14,10%	54,80%	30,40%	4,15
LK 6	3,00%	0,70%	22,20%	40,00%	34,10%	4,01
LK 7	1,50%	5,20%	23,70%	43,00%	26,70%	3,88
IWB 1	0,00%	0,70%	22,20%	47,40%	29,60%	4,06
IWB 2	0,70%	0,70%	23,00%	40,00%	35,60%	4,09
IWB 3	1,50%	1,50%	17,80%	42,20%	37,00%	4,12
IWB 4	0,70%	1,50%	23,70%	41,50%	32,60%	4,04
IWB 6	1,50%	1,50%	17,80%	46,70%	32,60%	4,07

Source: Processed by the author (2026)

Based on the results of the descriptive analysis in Table 2, the results are that the LK3 variable containing "Employees here have great freedom to carry out their work" and LK7 "there is a lot of investment in resources that support innovation" have the lowest mean value. In addition, the majority of respondents answered in the agree (4) and strongly agree (5) categories for most of the *variable indicators of Grit, Work Environment, and Innovative Work Behavior*, which are also indicated by an average score that is generally above 4.00. Overall, the results of the descriptive analysis showed that the respondents had a good perception of the research variables, and the data were considered worthy of further analysis using *the PLS-SEM method*.

Outer Model Test

The results of statistical data analysis using the Smart PLS 4 application, specifically testing the external and internal models, will be explained in more detail in this subchapter. PLS is an alternative approach that moves from the covariance-based SEM approach to the variance-based approach.

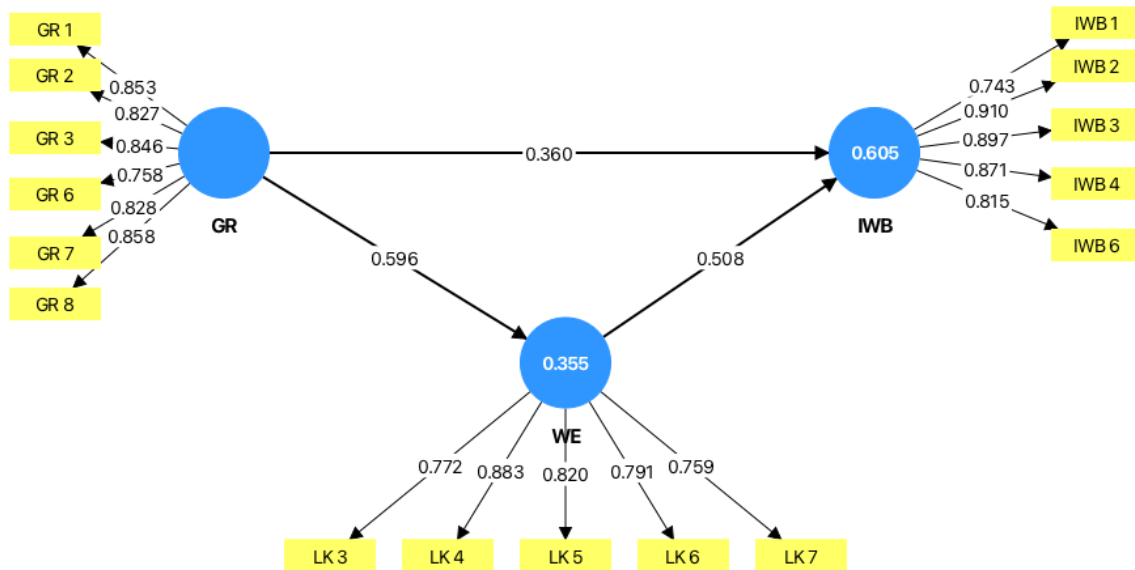


Figure 1. Outer Model
Source: SEM- SmartPLS (2026)

In Figure 1, the results of the convergent validity test can be seen for each indicator on each variable, namely GR1, GR2, GR3, GR6, GR7, and GR8 (Grit), LK3, LK4, LK5, LK6, and LK7 (Work Environment), as well as IWB1, IWB2, IWB3, IWB4, and IWB6 (Innovative Work Behavior). The convergent validity of this instrument is assessed through factor loading analysis, where the factor loading must exceed 0.70 to be considered valid (Hair et al., 2022). The results of the external load analysis in Figure 1 show that all indicators have load values above 0.70, ranging from 0.743 to 0.910, indicating that all indicators used in this study are declared valid in measuring their respective constructs. Prior to the measurement model assessment, all reverse-worded items were reverse-coded and verified. The initial measurement model included all indicators. The assessment revealed that GR4, GR5, LK1, LK2, and IWB5 had outer loadings below the recommended threshold of 0.70. Therefore, these indicators were removed sequentially. Following their removal, all remaining indicators exhibited satisfactory outer loadings (>0.70), while AVE and composite reliability exceeded the recommended cut-off values, indicating adequate convergent validity and internal consistency. The retained indicators also adequately represented the conceptual domain of each construct.

Furthermore, Figure 1 also shows the results of the structural model, which shows the path coefficients between constructs. Grit (GR) has a path coefficient of 0.360 for Innovative Work Behavior (IWB) and 0.596 for Work Environment (LK); Work Environment (LK) has a path coefficient of 0.508 to IWB. These results suggest that Grit (GR) shows a relatively weak direct influence on IWB and suggests that its effects may be more dominant when mediated through the Work Environment (LK).

Table 3. Cross-Loading Result Values

	<i>Grit (X)</i>	<i>Work Environment (Z)</i>	<i>Innovative Work Behavior (Y)</i>
GR1	0,853	0,502	0,560
GR2	0,827	0,532	0,608
GR3	0,846	0,532	0,608
GR6	0,758	0,444	0,530
GR7	0,828	0,448	0,515
GR8	0,858	0,531	0,510

	Grit (X)	Work Environment (Z)	Innovative Work Behavior (Y)
LK3	0,403	0,772	0,492
LK4	0,542	0,883	0,554
LK5	0,554	0,820	0,607
LK6	0,403	0,791	0,496
LK7	0,469	0,759	0,716
IWB1	0,488	0,609	0,743
IWB2	0,559	0,642	0,910
IWB3	0,534	0,566	0,897
IWB4	0,528	0,616	0,871
IWB6	0,679	0,622	0,815

Source: Output SmartPLS (2026)

Based on Table 3, all indicators exhibit the highest loading on their respective constructs compared with the loadings on the other constructs. This finding indicates that each indicator is more strongly associated with its intended construct than with other constructs, thereby supporting discriminant validity.

Table 4. Discriminant Validity

	Grit (X)	Work Environment (Z)	Innovative Work Behavior (Y)
Grit (X1)			
Work Environment (Z)	0,662		0,804
Innovative Work Behavior (Y)	0,726		

Source: Output SmartPLS (2026)

Based on Table 4 discriminant validity, all HTMT values ranged from 0,662 to 0,802 and were below the threshold of 0.90 (Hair et al., 2022). Indicating adequate discriminant validity among grit, perceived work environment dan innovative work behavior. Therefore, the measurement model satisfies the HTMT criterion and is appropriate for further structural model analysis.

Table 5. Outer VIF

Collinearity	
GR1	3.125
GR2	2.711
GR3	2.419
GR6	1.898
GR7	2.602
GR8	2.853
LK3	2.030
LK4	3.358
LK5	2.013
LK6	2.256
LK7	1.592
IWB1	1.609
IWB2	4.424
IWB3	4.336
IWB4	2.962
IWB6	1.941

Source: Output SmartPLS (2026)

Based on Table 5, all outer VIF values are below the recommended threshold of 5.00, indicating that there is no collinearity among the indicators within each construct. Therefore, the measurement model satisfies the collinearity assumption, and each indicator adequately represents its corresponding construct.

Table 6. Inner VIF

	Grit (X)	Work Environment (Z)	Innovative Work Behavior (Y)
Grit (X)			
Work Environment (Z)	1,000		
Innovative Work Behavior (Y)		1,550	

Source: Output SmartPLS (2026)

Based on Table 6, the inner VIF values ranged from 1.000 to 1.550, all of which are below the recommended threshold of 3.3 and 5.0. These findings indicate that multicollinearity among the predictor constructs is not a concern. Therefore, the structural model satisfies the collinearity assumption and is suitable for further hypothesis testing. Since all variables were collected using a self-administered questionnaire from the same respondents at one point in time, procedural and statistical remedies were applied to reduce common method bias. Procedurally, respondents were assured of anonymity and confidentiality, and clear instructions were provided. Statistically, the full-collinearity VIF values were all below 3.3, suggesting that common method bias was unlikely to affect the study findings.

Table 7. Results of AVE Root Values of the Fornell-Larcker Criterion

	Grit (X)	Work Environment (Z)	Innovative Work Behavior (Y)
Grit (X)	0,829		
Work Environment (Z)	0,596	0,806	
Innovative Work Behavior (Y)	0,662	0,722	0,849

Source: Output SmartPLS (2026)

Based on Table 7, the results of the Fornell–Larcker criterion indicate that the square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with the other constructs. Specifically, the square root of the AVE values for Grit (0.829), Work Environment (0.806), and Innovative Work Behavior (0.849) exceed the corresponding inter-construct correlations. These findings confirm that each construct is empirically distinct from the others, thereby demonstrating satisfactory discriminant validity (Hair et al., 2022).

Table 8. Composite Reliability Coefficient and Cronbach's Alpha Coefficient

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Grit (X1)	0,909	0,911	0,929	0,687
Work Environment (Z)	0,865	0,872	0,903	0,650
Innovative Work Behavior (Y)	0,902	0,904	0,928	0,721

Source: Output SmartPLS (2026)

Based on Table 8, the results indicate that all constructs demonstrate satisfactory internal consistency reliability and convergent validity. The Cronbach's alpha values range from 0.865 to 0.909, while the rho_A values range from 0.872 to 0.911. In addition, the composite reliability values range from 0.903 to 0.929, exceeding the recommended threshold of 0.70. Furthermore, the Average Variance Extracted (AVE) values range from 0.650 to 0.721, all of which are above the recommended threshold of 0.50. These findings indicate that the constructs possess adequate internal consistency and convergent validity, confirming that the measurement model is reliable and valid (Hair et al., 2022).

Inner Model Test

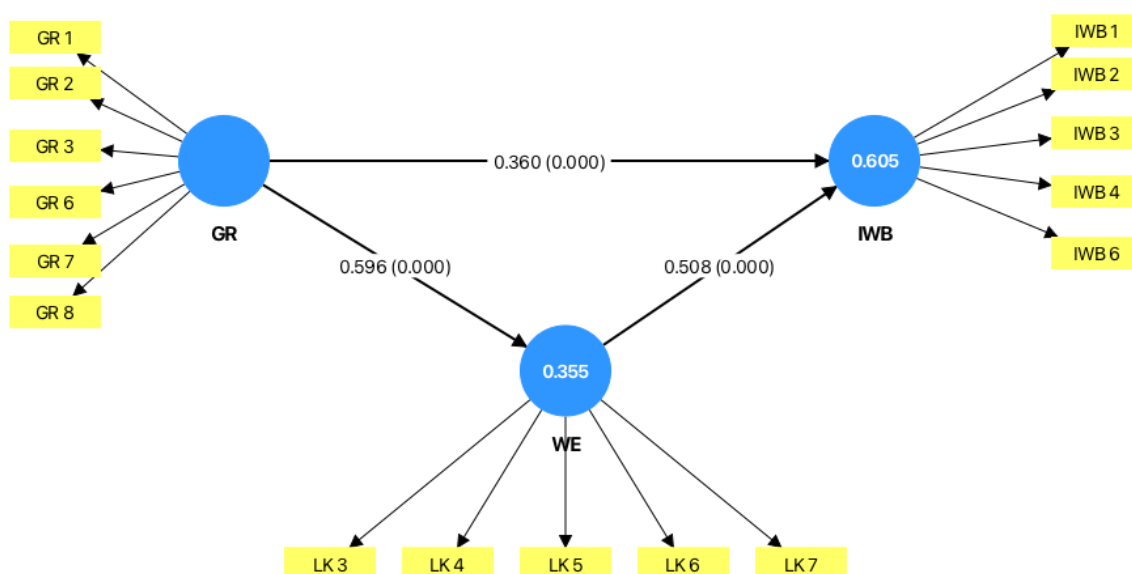


Figure 2. Inner Model
Source: Output SmartPLS (2026)

In Figure 2, the results of the structural model test (inner model) show the path coefficient along with its significance value (p-value) in parentheses, obtained through the bootstrapping procedure. The path is declared significant if the p-value is below 0.05. The results showed that Grit (GR) had a path coefficient of 0.596 ($p < 0.001$) on the Work Environment (WE), showing a significant positive effect, while GR on Innovative Work Behavior (IWB) showed a path coefficient of 0.360 with a p-value of 0.000, which means it had a moderate influence. Meanwhile, the Work Environment (WE) itself has a path coefficient of 0.508 ($p < 0.001$) to IWB, which is also significant.

Furthermore, Figure 2 also shows the R-Square (R^2) values displayed within the WE and IWB circles, which are 0.355 for WE and 0.605 for IWB. This shows that Grit and Creativity are able to explain 35.5% of the variance in the Work Environment, while Grit and Work Environment together are able to explain 60.5% of the variance in Innovative Work Behavior, with the remaining percentage explained by other variables outside of this research model.

Based on these results, it can be concluded that Grit (GR) is the most dominant variable in influencing Innovative Work Behavior (IWB), both directly and through the Work Environment (WE) as a mediating variable, and the Work Environment (WE) also affects Innovative Work Behavior (IWB). The test this time is to look at the *values of R Square, F Square, and Bootstrapping tests*.

Table 9. R Square Value Results

	R-square	R-Square Adjusted
Innovative Work Behavior (Y)	0,605	0,599
Work Environment (Z)	0,355	0,350

Source: Output SmartPLS (2026)

Based on Table 9, the Innovative Work Behavior variable has an R^2 value of 0.605, which indicates that Grit and Work Environment were able to explain 60,5% of the variation in Innovative Work Behavior, while 39,5% was influenced by other factors outside the model. Meanwhile, the Work Environment variable had an R^2 value of 0.355, which means Grit explained 35,5% of the variation in Work Environment, while 64.5% was explained by other factors. Thus, the model has enough ability to explain Innovative Work Behavior and a moderate ability to explain Work Environment.

Table 10. F-squared Value Results

	Grit (X)	Work Environment (Z)	Innovative Work Behavior (Y)
Grit (X1)		0,550	0,212
Work Environment (Z)			0,422
Innovative Work Behavior (Y)			

Source: Output SmartPLS (2026)

Based on Table 10, the value of F Square, the influence of Grit on the Work Environment (0.550) and Innovative Work Behavior (0.212) is in the medium category, while the influence of the Work Environment on the Innovative Work Behavior (0.422) is in the medium category. Furthermore, the hypothesis test was directly carried out using the bootstrapping method by looking at the path coefficient value, the t-statistic above 1.96, and the p-value at the significance level of 0.05 to determine the influence between variables in the study.

Table 11. Direct Relationship Hypothesis Test

	Original Sample	T statistics	P value	CI Lower	CI Upper	Result
Grit (X) -> Innovative Work Behavior (Y)	0,36	4,497	< 0,001	0,214	0,498	H1 supported
Grit (X) -> Work Environment (Z)	0,598	11,089	< 0,001	0,495	0,703	H2 supported
Work Environment (Z) -> Innovative Work Behavior (Y)	0,508	8,274	< 0,001	0,387	0,628	H3 supported

Source: Output SmartPLS (2026)

Based on Table 11, the results of direct hypothesis testing using bootstrapping, Grit had a significant influence on Innovative Work Behavior ($\beta = 0.360$; $t = 4,497$; $p < 0.001$), and has a significant influence on the Work Environment ($\beta = 0.598$; $t = 11.089$; $p < 0.001$). In addition, the Work Environment had a significant positive influence on Innovative Work Behavior ($\beta = 0.508$; $t = 8.274$; $p < 0.001$). Furthermore, mediation effect testing was carried out through indirect effect analysis to determine the role of the Work Environment in mediating the influence of grit on Innovative Work Behavior.

Bootstrapping was performed using 5,000 subsamples, a two-tailed test, a 95% confidence interval, a significance level of 5%, the percentile confidence interval method, and the no sign changes option in SmartPLS 4. A relationship was considered significant when the 95% confidence interval did not include zero.

Table 12. Indirect Relationship Hypothesis Test

	<i>Original Sample</i>	<i>T statistics</i>	<i>P value</i>	<i>CI Lower</i>	<i>CI Upper</i>	<i>Result</i>
<i>Grit (X) -> Work Environment (Z) -> Innovative Work Behavior (Y)</i>	0,303	6,256	< 0,001	0,222	0,411	H4 supported

Source: Output SmartPLS (2026)

Based on Table 12, the results of the indirect relationship hypothesis test show that Grit has a positive and significant influence on Innovative Work Behavior through the Work Environment as a mediating variable, as shown by the original sample value of 0.303, t-statistic of 6.256, and p-value < 0.001, so the hypothesis is accepted. This shows that the Work Environment acts as a mediating variable that amplifies the effect of Grit on Innovative Work Behavior. Since both the direct effect of grit on innovative work behavior and the indirect effect through work environment are significant, work environment acts as a complementary partial mediator.

The Influence of Grit on Innovative Work Behavior

Based on the results of the study, grit significantly affected innovative work behavior ($\beta = 0.360$; $t = 4,497$; $p < 0.001$), so the hypothesis is accepted. This shows that employee perseverance directly drives innovative work behaviors. These findings are in line with Suendarti et al. (2020). Because differences in respondent characteristics, organizational context, and work environment can lead to differences in the influence of grit on innovative work behavior, and research from Scott and Bruce (1994) determined that employees who have a high level of grit and consistency in pursuing goals tend to be more able to display innovative work behavior. On the other hand, individuals who easily lose motivation or lack determination to achieve long-term goals will face difficulties in producing or realizing innovations.

The Influence of Grit on the Work Environment

Based on the results of the study, grit has a positive and significant effect on the work environment ($\beta = 0.598$; $t = 11.089$; $p < 0.001$). High-grit employees tend to be able to face challenges, maintain commitment, and build positive working relationships. This condition supports the creation of a more conducive work environment. These findings are in line with Southwick et al. (2021), who explained that fortitude helps individuals adapt and makes a positive contribution to the work environment. It is also in line with Kim and Lee (2022), who found that employees with higher grit enhance employees' adaptability and workplace engagement.

The Influence of the Work Environment on Innovative Work Behavior

Based on the results of the study, the work environment has a positive and significant influence on innovative work behavior ($\beta = 0.508$; $t = 8.274$; $p < 0.001$). A comfortable and supportive work environment encourages employees to generate and implement new ideas. These findings are in line with Hilendarov et al. (2023) because a conducive work environment is an important factor in promoting innovative work behaviors. It is also in line with the findings of Etikariena et al. (2025), who found that a

supportive organizational climate significantly enhances employees' innovative work behavior by encouraging flexibility, collaboration, and the generation of new ideas. A conducive work environment enables employees to feel comfortable expressing creative ideas and implementing innovative solutions in the workplace.

The Influence of Grit on Innovative Work Behavior through the Work Environment

Based on the results of the study, the work environment mediated the influence of grit on innovative work behavior ($\beta = 0.303$; $t = 6.256$; $p < 0.001$). This means that grit can improve innovative work behavior if it is supported by a conducive work environment. The work environment is a mechanism that connects employee perseverance with the emergence of innovative behaviors. These findings are in line with Ham and Salendu (2022), as they show that the influence of grit on innovative work behavior can occur through mediating variables. It is also in line with Duckworth et al. (2007), who explain that individuals who have high grit tend to be able to maintain motivation, manage work pressure effectively, and still show commitment despite facing various obstacles. These characteristics allow individuals to contribute to building a more positive, collaborative, and productive work environment, thereby creating conditions that support the emergence of innovative work behavior.

CONCLUSION

Based on the results of the study, it can be concluded that grit has a direct effect on Innovative Work Behavior and has a positive and significant effect on Innovative Work Behavior through the Work Environment as a mediating variable. In addition, the Work Environment also has a positive and significant effect on Innovative Work Behavior, so that a conducive work environment is an important factor in encouraging employees' innovative work behavior. The results of the descriptive analysis show that the level of grit, Work Environment, and Innovative Work Behavior is in the high category, although there are still some aspects that need improvement, especially the support of resources for innovation and the ability of employees to communicate and realize innovative ideas.

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