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Research Paper

Determinants of Innovative Work Behavior of Employees: The Role of Work Environment, Knowledge Sharing, and Resistance to Change

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ABSTRACT

This study aims to analyze the influence of work environment, knowledge sharing, and resistance to change on innovative work behavior among employees of the East Java Province Manpower and Transmigration Office. The research employs a quantitative approach using a survey method, in which primary data were collected by distributing questionnaires to respondents. The study population consists of 688 employees of the Manpower and Transmigration Office. Data were analyzed using statistical analysis techniques to examine the effect of each variable both partially and simultaneously. The results show that, partially, the work environment has a positive and significant effect on innovative work behavior, while knowledge sharing does not have a significant effect on innovative work behavior. Meanwhile, resistance to change has been proven to have a significant effect on innovative work behavior. Simultaneously, the work environment, knowledge sharing, and resistance to change have a significant effect on innovative work behavior. These findings indicate that creating a conducive work environment and managing resistance to change are important factors in enhancing employees' work behavior. Therefore, organizations need to develop human resource management strategies capable of supporting the creation of an innovative and adaptive work culture in response to change.

1. INTRODUCTION

Human resource management (HRM) is a strategic organizational function that focuses on managing and developing employee capabilities while upholding the principles of fairness and humanity. Beyond improving organizational productivity, HRM plays an important role in maintaining employees' physical and psychological well-being, enabling them to contribute optimally to the achievement of organizational goals (Imbron & Pamungkas, 2021). Consequently, human resources are viewed as strategic assets that significantly influence organizational success. The effectiveness of HRM practices determines an organization's competitive advantage and long-term sustainability. Such effectiveness is reflected in selective recruitment processes, continuous competency development, objective performance evaluation systems, and equitable compensation practices. These practices help organizations build a workforce that is competent, adaptive, and capable of responding to rapid environmental changes. Therefore, HRM has become a strategic priority for organizations seeking to maintain competitiveness in increasingly dynamic environments.

One of the key indicators of successful HRM is the emergence of innovative work behavior (IWB) among employees. Innovative work behavior refers to employees' actions in generating, developing, promoting, and implementing new ideas that contribute to organizational effectiveness and performance (Pandanningrum & Nugraheni, 2021). Through innovative work behavior, employees can develop creative solutions, improve work processes, and create value for the organization. As a result, IWB contributes significantly to operational efficiency, service quality improvement, and the creation of sustainable competitive advantages. The development of innovative work behavior is influenced by several organizational and individual factors. Among these, the work environment, knowledge sharing, and resistance to change are considered critical determinants. A supportive work environment can stimulate creativity and collaboration, knowledge sharing encourages the exchange of ideas and experiences that foster innovation, while low resistance to change facilitates employees' willingness to adopt and implement new ideas. Understanding how these factors influence innovative work behavior is essential for organizations aiming to strengthen innovation and improve performance.

The Department of Manpower and Transmigration of East Java Province is a public sector organization that plays a strategic role in managing labor and transmigration affairs. As a public service institution, it is required to deliver effective, responsive, and high-quality services to the community. Rapid technological developments,

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changing public expectations, and evolving government policies require the organization to continuously innovate in its service delivery processes. Therefore, innovative work behavior among employees becomes a critical factor in supporting service quality improvement and organizational effectiveness. Although previous studies have examined various factors affecting innovative work behavior, the findings remain inconsistent. In particular, the influence of the work environment, knowledge sharing, and resistance to change on innovative work behavior has produced mixed results across different organizational settings. Furthermore, studies investigating these variables simultaneously within Indonesian public sector organizations remain limited. This empirical and contextual gap highlights the need for further investigation. Accordingly, this study aims to analyze the effects of the work environment, knowledge sharing, and resistance to change on innovative work behavior among employees of the Department of Manpower and Transmigration of East Java Province. The findings are expected to contribute to the development of human resource management literature and provide practical recommendations for organizational leaders in fostering innovation-oriented workplaces.

2. LITERATURE REVIEW

2.1 Innovative Work Behavior

Innovative work behavior refers to a set of employee activities aimed at generating, developing, promoting, and implementing new ideas to improve work processes, products, or services within an organization. According to Pandanningrum and Nugraheni (2021), innovative work behavior is not limited to creativity but also includes the successful implementation of innovative ideas that generate value for the organization. Employees who exhibit innovative work behavior actively seek opportunities, solve problems creatively, and contribute to organizational development through innovation. Innovative work behavior has become increasingly important in modern organizations because it contributes to organizational adaptability and competitiveness. Employees who engage in innovative activities can help organizations respond effectively to changing environmental demands and operational challenges.

2.2 Work Environment and Innovative Work Behavior

The work environment comprises the physical and non-physical conditions surrounding employees as they perform their daily tasks. According to Karim et al. (2021), the work environment represents the setting in which employees conduct their work activities. A conducive work environment characterized by adequate facilities, supportive leadership, open communication, and positive interpersonal relationships can encourage creativity, collaboration, and idea generation among employees. A supportive work environment enables employees to explore new approaches, exchange perspectives, and implement innovative solutions. Consequently, organizations that foster a positive work atmosphere are more likely to stimulate innovative work behavior. However, previous empirical findings regarding the relationship between the work environment and innovative work behavior remain inconsistent. Karim et al. (2021) found that the work environment did not directly affect innovative work behavior, whereas Metris and Priambodo (2023) reported that the work environment positively and significantly influenced innovative work behavior through the creation of a supportive atmosphere for innovation. These inconsistent findings indicate the need for further investigation.

Hypothesis 1: The work environment has a significant effect on innovative work behavior among employees of the Department of Manpower and Transmigration.

2.3 Knowledge Sharing and Innovative Work Behavior

Knowledge sharing refers to the process of exchanging knowledge, skills, experiences, information, and ideas among organizational members. According to Usmanova et al. (2020), knowledge sharing is a social practice through which employees share expertise and experiences to create collective value within an organization. Knowledge sharing facilitates organizational learning by enabling employees to acquire new insights and perspectives from colleagues. Through this process, employees can combine diverse knowledge and experiences to develop innovative ideas and solutions. As a result, knowledge sharing enhances both individual competencies and organizational innovation capabilities. Previous studies have highlighted the importance of knowledge sharing in fostering innovation. Pandanningrum and Nugraheni (2021) found that knowledge sharing positively and significantly affects innovative work behavior. These findings suggest that employees who actively engage in knowledge sharing are more likely to generate and implement innovative ideas.

Hypothesis 2: Knowledge sharing has a significant effect on innovative work behavior among employees of the Department of Manpower and Transmigration

2.4 Resistance to Change and Innovative Work Behavior

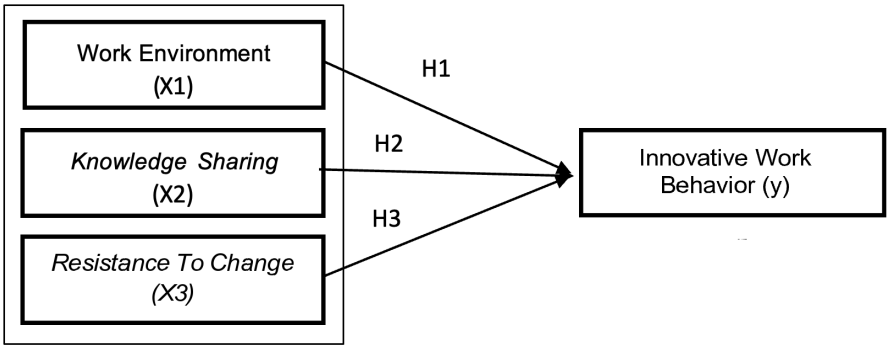
Resistance to change refers to an individual's tendency to oppose or avoid organizational changes. Such resistance often arises from uncertainty, fear of the unknown, concerns about increased job demands, or the need to acquire new competencies. Employees with high levels of resistance to change may be less willing to accept new ideas, experiment with different approaches, or take risks associated with innovation. Conversely, employees who are open to change are more likely to adapt to new situations and support organizational innovation initiatives. Lower resistance to change encourages individuals to embrace new technologies, procedures, and work methods, thereby enhancing innovative work behavior. Research conducted by Karim et al. (2021) demonstrates that resistance to change significantly influences employees' innovative work behavior. Therefore, understanding and reducing resistance to change is essential for organizations seeking to foster an innovative culture.

Hypothesis 3: Resistance to change has a significant effect on innovative work behavior among employees of the Department of Manpower and Transmigration

2.5 Conceptual Framework and Research Hypotheses

Based on the literature, the work environment, knowledge sharing, and resistance to change are identified as key factors influencing innovative work behavior. A conducive work environment facilitates creativity and collaboration, knowledge sharing enhances learning and innovation capabilities, and lower resistance to change encourages adaptability and innovation implementation (Figure 1).

Figure 1. Conceptual Framework



3. METHODS

This study adopted a quantitative research approach using a survey design to examine the effects of the work environment, knowledge sharing, and resistance to change on employees' innovative work behavior. Quantitative research is appropriate for investigating relationships among variables through numerical measurement and statistical analysis, allowing researchers to objectively test hypotheses and draw generalizable conclusions. According to Sugiyono (2017), quantitative research is grounded in the positivist paradigm, which emphasizes objective observation, measurement, and statistical analysis to validate theoretical relationships among variables.

The survey method was employed because it enables researchers to collect data from a relatively large number of respondents efficiently and systematically. Through this approach, information regarding employees' perceptions of the work environment, knowledge-sharing practices, resistance to change, and innovative work behavior was obtained directly from respondents using structured questionnaires. The use of questionnaires facilitates the standardized measurement of variables and ensures consistency in data collection. The population of this study consisted of 688 employees of the East Java Province Department of Manpower and Transmigration. This organization was selected as the research setting because of its strategic role in delivering public services and the increasing need for innovation in response to changes in public demands, technological developments, and government policies. Given these circumstances, innovative work behavior among employees is considered essential for improving organizational effectiveness and service quality.

To ensure that every member of the population had an equal opportunity to participate in the study, probability sampling was applied using a simple random sampling technique. This sampling method minimizes selection bias and enhances the representativeness of the sample, thereby increasing the validity and reliability of the research findings. Through random sampling, respondents were selected objectively from the population without considering specific characteristics or classifications.

Primary data were collected through the distribution of self-administered questionnaires to the selected respondents. The questionnaire consisted of statements designed to measure each research variable, namely the

work environment, knowledge sharing, resistance to change, and innovative work behavior. Responses were assessed using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), allowing respondents to indicate the extent of their agreement with each statement. The use of a Likert scale is widely recognized in social science research as an effective tool for measuring attitudes, perceptions, and behavioral tendencies.

Prior to hypothesis testing, the collected data underwent several statistical procedures, including validity and reliability testing, to ensure that the measurement instruments accurately and consistently captured the intended constructs. Subsequently, descriptive and inferential statistical analyses were conducted. Multiple linear regression analysis was employed to determine the individual and simultaneous effects of the independent variables (work environment, knowledge sharing, and resistance to change) on the dependent variable (innovative work behavior). The data analysis was performed using the Statistical Package for the Social Sciences (SPSS) software. The hypotheses were tested using t-tests to examine the partial effects of each independent variable and an F-test to assess their simultaneous effect on innovative work behavior. Additionally, the coefficient of determination (R^2) was used to evaluate the extent to which the independent variables explained the variance in innovative work behavior. Through these analytical procedures, the study sought to provide empirical evidence regarding the factors influencing innovative work behavior among employees of the East Java Province Department of Manpower and Transmigration.

4. RESULTS

An overview of respondents' responses was obtained from the descriptive analysis of the questionnaire data. The survey was administered to 87 employees of the East Java Province Department of Manpower and Transmigration, and all respondents completed the questionnaire. The descriptive analysis was conducted to provide a general picture of respondents' perceptions regarding the variables examined in this study, namely the work environment, knowledge sharing, resistance to change, and innovative work behavior. Based on the analysis results, respondents generally showed positive perceptions of the statements presented in the questionnaire. Most respondents selected the categories of Agree and Strongly Agree, indicating favorable assessments of the existing organizational conditions. This finding suggests that employees tend to perceive the work environment as supportive, knowledge-sharing practices as beneficial, and organizational conditions as conducive to the development of innovative work behavior.

4.1. Descriptive analysis

4.1.1.Description of Work Environment Variable (X1)

Table 1 shows the work relationships among employees obtained the highest mean score (*M* = 4.30). This result indicates that most respondents agreed that support and cooperation among colleagues facilitate the completion of work tasks and contribute to a more effective working environment. Positive interpersonal relationships among employees can foster collaboration, improve communication, and enhance overall job performance. Meanwhile, the dimensions of work atmosphere and employee work facilities recorded equal mean scores (*M* = 3.89). These findings suggest that most respondents agreed that the organization provides a comfortable working atmosphere and adequate facilities to support the implementation of their job responsibilities. Although these dimensions received slightly lower scores than employee relationships, the results still reflect favorable perceptions of the organizational work environment. Overall, the findings demonstrate that employees perceive the work environment positively, particularly regarding relationships with colleagues. Such conditions may contribute to increased employee comfort, collaboration, and productivity, thereby creating a supportive environment for achieving organizational objectives and encouraging innovative work behavior.

Table 1. Participant Responses to the Work Environment Variable (X1)

Statement	SA	A	N	D	SD	Mean
Work Relationships Among Employees; Support among fellow employees facilitates task accomplishment.	34	45	8	0	0	4.30
Work Atmosphere; Comfort at work can be created through a positive work atmosphere.	5	67	15	0	0	3.89
Employee Work Facilities; Work support facilities are adequately provided and facilitate employees in carrying out their duties.	4	71	11	0	1	3.89

Note. SA = *Strongly Agree* (5); A = *Agree* (4); N = *Neutral* (3); D = *Disagree* (2); SD = *Strongly Disagree* (1).

Source: Processed by Author

4.1.2.Description of the Knowledge Sharing Variable (X2)

Table 2 demonstrate the relationships with colleagues have the highest average score, namely 4.30, which means that most respondents believe that good relationships among colleagues provide support in completing tasks. The lowest average scores were found in employee work facilities and work atmosphere, each at 3.89, indicating agreement from most respondents that the work atmosphere is comfortable and that the available work facilities are adequate.

Table 2. Participant Responses for the Knowledge Sharing Variable (X2)

No.	Items	SA	A	N	D	SD	Approx.
		5	*4*	*3*	*2*	*1*	
Knowledge Donating							
1.	Deeply rooted in the working system,	22	57	8	0	0	4.16
2.	Happy to share knowledge with colleagues.	24	45	18	0	0	4.07
3.	I enjoy sharing skills with colleagues.	14	44	29	0	0	3.83
4.	The knowledge possessed by my colleagues was shared with me voluntarily.	9	72	6	0	0	4.03
5.	Ready to exchange knowledge with colleagues.	9	74	4	0	0	4.06
6.	As soon as I understand new information, I discuss it with my teammates	8	56	22	1	0	3.82
Knowledge Donating							
7.	Colleagues usually share the information they know when asked	9	72	6	0	0	4.03
8.	Colleagues usually share their skills when asked	6	76	4	1	0	4.00
9.	Colleagues do not hesitate to share their new knowledge with me.	5	56	26	0	0	3.76

Note. SA = *Strongly Agree* (5); A = *Agree* (4); N = *Neutral* (3); D = *Disagree* (2); SD = *Strongly Disagree* (1).

Source: Processed by Author

Table 2 shows that knowledge donating and knowledge collecting among employees are proceeding well. The highest average score was found in the statement "The habit of sharing knowledge among employees has become ingrained in the work system," with a mean score of 4.16, indicating that most respondents strongly agree with this statement. The lowest score was found in the statement "Colleagues do not hesitate to share new knowledge with me," with an average of 3.76, which is still categorized as agree, although it shows a slight decline in sharing new information. Overall, these results indicate that the culture of knowledge sharing is already quite good in terms of both donating and receiving knowledge among employees.

4.1.3. Description of the Resistance to Change Variable (X3)

Table 3 demonstrates that the statement receiving the highest average score is "Individuals seek familiar routines" with a score of 4.09, indicating that the majority of respondents strongly agree that their tendency to seek routines is one of the main factors behind resistance to change. Conversely, the lowest average is found in the statement "Individuals feel anxious about change" with a score of 3.75, suggesting that although there is anxiety about change, its level tends to be moderate. Overall, these results indicate that individuals in this environment tend to have cognitive rigidity (score 3.91) and are more focused on short-term needs (score 4.05), which can be inhibiting factors in accepting workplace changes.

Table 3. Participant Responses for the Resistance to Change Variable (X3)

No.	Score Statement	SA	A	N	D	SD	Approx
		5	*4*	*3*	*2*	*1*	
1.	Routine Search Individuals seek familiar routines.	35	27	23	2	0	4.09
2.	Emotional Reaction for force change The individual feels anxious about change.	19	31	34	2	1	3.75
3.	Cognitive Rigidity Individuals find it difficult to think openly about change.	16	47	24	0	0	3.91
4.	Short- Term Focus Individuals are more focused on short-term needs than long-term needs	25	41	21	0	0	4.05

Note. SA = *Strongly Agree* (5); A = *Agree* (4); N = *Neutral* (3); D = *Disagree* (2); SD = *Strongly Disagree* (1).

4.1.4. Description of Innovative Work Behavior Variable (Y)

Table 4 confirmed that the highest average value is found in the statement "Employees have the courage to implement new ideas" with a score of 4.00, indicating that the majority of respondents agree that employees are willing to implement their innovative ideas. The lowest value appears in 'Employees are expected to be able to seek strategic support in implementing innovative breakthroughs, with a score of 3.90, which still falls within the agree category. Overall, these results indicate that employees' ability to identify, develop, and implement innovative ideas is satisfactory.

Table 4. Participant Responses for Innovative Work Behavior Variable (Y)

No.	Score -Statement	SA	A	N	D	SD	Approx.
		5	4	3	2	1	
1.	Idea Exploration; The ability of employees to identify problems.	14	53	20	0	0	3.93
2.	Idea Generation; The ability of employees to develop innovative ideas.	15	54	18	0	0	3.97
3.	Idea Championing; Employees are expected to seek strategic support in implementing innovative breakthroughs.	10	58	19	0	0	3.90
4.	Idea Implementation; Employees are willing to integrate new ideas into their work routines.	17	53	17	0	0	4.00

4.2. Outer Model Evaluation

4.2.1. Validity Test

Validity test is used to assess the validity of the questionnaire. A questionnaire is considered valid when the researcher succeeds in formulating questions that are in accordance with the measurement objectives. The validity test was conducted by comparing the calculated correlation value (r-count) with the r-table value. An indicator is considered valid if the r-count is greater than the r-table and has a positive value. In addition, a correlation value below 0.30 is also considered an indication that the question is invalid. Based on the validity test results (Table 5), each indicator statement for the Work Environment (X1), Knowledge Sharing (X2), Resistance to Change (X3), and Innovative Work Behavior (Y) variables has an r-count value greater than the r-table value. Therefore, all indicator statements used in this study are declared valid and can be used for further analysis.

Table 5. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Work Environment (X1)	X1.1	0.784	0.208	Valid
	X1.2	0.852	0.208	Valid
	X1.3	0.738	0.208	Valid
Knowledge Sharing (X2)	X2.1	0.758	0.208	Valid
	X2.2	0.735	0.208	Valid
	X2.3	0.842	0.208	Valid
	X2.4	0.660	0.208	Valid
	X2.5	0.719	0.208	Valid
	X2.6	0.739	0.208	Valid
	X2.7	0.568	0.208	Valid
	X2.8	0.588	0.208	Valid
	X2.9	0.623	0.208	Valid
Resistance to Change (X3)	X3.1	0.795	0.208	Valid
	X3.2	0.762	0.208	Valid
	X3.3	0.599	0.208	Valid
	X3.4	0.601	0.208	Valid
Innovative Work Behavior (Y)	Y.1	0.834	0.208	Valid
	Y.2	0.703	0.208	Valid
	Y.3	0.709	0.208	Valid
	Y.4	0.811	0.208	Valid

4.2.2. Reliability Test

Reliability testing is conducted to determine the consistency of the research instrument in measuring each variable. The reliability test in this study was assessed using Cronbach's Alpha. The instrument is considered reliable when the Cronbach's Alpha value is greater than 0.60, while a value below 0.60 indicates that the instrument does not meet the reliability criteria. Based on the reliability test results (Table 6), each variable obtained a Cronbach's Alpha value greater than 0.60. Therefore, the Work Environment (X1), Knowledge Sharing (X2), Resistance to Change (X3), and Innovative Work Behavior (Y) constructs are considered reliable. This indicates that the questionnaire used in this study has good consistency and can be used for further analysis.

Table 6. Reability Test Results

Variable	Cronbach's Alpha	No. of Items	Description
Work Environment (X1)	0,684	3	Reliable
Knowledge Sharing (X2)	0,862	9	Reliable
Resistance to Change (X3)	0,642	4	Reliable
Innovative Work Behavior (Y)	0,926	4	Reliable

4.2.3. Normality Test

The normality test was conducted to determine whether the residual data in the regression model were normally distributed. In this study, the Kolmogorov-Smirnov test was used to assess the normality of the data. The data are considered normally distributed if the significance value is greater than 0.05, while a significance value of less than 0.05 indicates that the data are not normally distributed. Based on the Kolmogorov-Smirnov test results (Table 7), the regression model obtained an Asymp. Sig. value of 0.095, which is greater than 0.05. Therefore, the residual data are normally distributed.

Table 7. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	87
Normal Parameters[a,b]	
Mean	.0000000
Std. Deviation	1.85264213
Most Extreme Differences	
Absolute	0.093
Positive	0.093
Negative	-0.071
Test Statistic	0.093
Asymp. Sig. (2-tailed)[c]	0.095[c]

4.2.4. Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a correlation between the independent variables in the regression model. Multicollinearity is not detected when the tolerance value is greater than 0.10 and the VIF value is less than 10. Conversely, multicollinearity is detected when the tolerance value is less than 0.10 and the VIF value is greater than 10. Based on the results of the multicollinearity test (Table 8), the tolerance and VIF values of the independent variables indicate that there is no multicollinearity in the regression model. Therefore, the Work Environment, Knowledge Sharing, and Resistance to Change variables can be used simultaneously in the regression analysis.

Table 8. Multicollinearity Test Results

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Environment (X1)	0.862	1.161
	Knowledge Sharing (X2)	0.861	1.161
	Resistance to Change (X3)	0.999	1.001

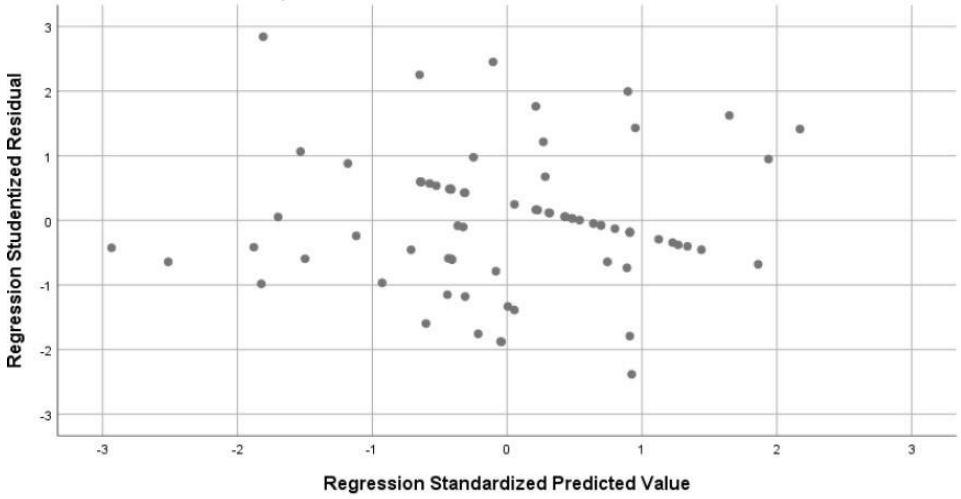
Dependent Variable: Innovative Work Behavior (Y)

4.2.5. Heteroscedasticity Test

The heteroscedasticity test was conducted by analyzing a scatterplot containing the predicted values (ZPRED) and residual values (SRESID). If the residual variance remains consistent from one observation to another, the condition is referred to as homoscedasticity. Conversely, if the residual variance differs between observations, heteroscedasticity occurs. Based on the scatterplot (Figure 2), the points are randomly distributed and do not form

a specific pattern. The points are distributed both above and below the zero value on the Y-axis. Therefore, the regression model does not indicate the presence of heteroscedasticity. Based on the scatterplot (Figure 2), the points are randomly distributed and do not form a specific pattern. The points are distributed both above and below the zero value on the Y-axis. Therefore, the regression model does not indicate the presence of heteroscedasticity.

Figure 2. Heteroscedasticity Test Result Scatterplot (Dependent Variable: Innovative Work Behavior)



4.3. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the effect of the Work Environment (X1), Knowledge Sharing (X2), and Resistance to Change (X3) variables on Innovative Work Behavior (Y).

Table 9. Coefficients of Multiple Regression Analysis

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.
Constant	7.392	3.437	–	2.151	0.035
Work Environment	0.652	0.198	0.355	3.295	0.002
Knowledge Sharing	0.097	0.080	0.131	1.206	0.232
Resistance to Change	-0.200	0.098	-0.216	-2.047	0.044

Dependent Variable: Innovative Work Behavior

Source: Processed SPSS Data

Based on the results of the multiple linear regression analysis (Table 9), the following regression equation was obtained: $Y = 7.392 + 0.355X1 + 0.131X2 - 0.216X3 + e$

The constant value of 7.392 indicates that if the Work Environment, Knowledge Sharing, and Resistance to Change variables are considered constant, the value of Innovative Work Behavior is 7.392.

- The regression coefficient of the Work Environment variable (X1) is 0.355, indicating that an increase of one unit in Work Environment is associated with an increase of 0.355 units in Innovative Work Behavior, assuming the other variables remain constant.
- The regression coefficient of Knowledge Sharing (X2) is 0.131, indicating that an increase of one unit in Knowledge Sharing is associated with an increase of 0.131 units in Innovative Work Behavior, assuming the other variables remain constant.
- Meanwhile, the regression coefficient of Resistance to Change (X3) is -0.216, indicating that an increase of one unit in Resistance to Change is associated with a decrease of 0.216 units in Innovative Work Behavior, assuming the other variables remain constant.

4.4. Hypothesis Testing

4.4.1. Partial Test (t-test)

The t-test was conducted to determine the partial effect of each independent variable on Innovative Work Behavior. A hypothesis is considered significant if the significance value is less than 0.05. Based on the t-test results, the Work Environment variable (X1) obtained a significance value of 0.002, which is less than 0.05, with a t-count of 3.295. Therefore, the Work Environment variable has a significant effect on Innovative Work Behavior. The Knowledge Sharing variable (X2) obtained a significance value of 0.232, which is greater than 0.05, with a t-count of 1.206. Therefore, Knowledge Sharing does not have a significant effect on Innovative Work Behavior. The

Resistance to Change variable (X3) obtained a significance value of 0.044, which is less than 0.05, with a t-count of -2.047. Therefore, Resistance to Change has a significant effect on Innovative Work Behavior.

4.4.2. Simultaneous Test (F-test)

The F-test was conducted to determine whether the Work Environment (X1), Knowledge Sharing (X2), and Resistance to Change (X3) variables simultaneously have a significant effect on Innovative Work Behavior (Y). Based on the ANOVA test, the calculated F-value is 6.193 with a significance level of 0.001. As the significance value is below 0.05, the regression model is statistically significant (Table 10). Thus, Work Environment, Knowledge Sharing, and Resistance to Change collectively and significantly affect Innovative Work Behavior. Consequently, the hypothesis regarding the simultaneous influence of the independent variables on Innovative Work Behavior is supported and accepted. The results further indicate that the model has sufficient explanatory power in predicting employees' Innovative Work Behavior.

Table 10. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	66.393	3	22.131	6.193	0.001
Residual	260.853	83	3.143		
Total	327.247	86			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Resistance to Change, Work Environment, Knowledge Sharing

4.4.3. Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to determine the extent to which the independent variables explain the variation in the dependent variable. Based on the Model Summary results, the R Square value was 0.203 (Table 11). This indicates that the Work Environment (X1), Knowledge Sharing (X2), and Resistance to Change (X3) variables are able to explain 20.3% of the variation in Innovative Work Behavior (Y). Meanwhile, the remaining 79.7% is explained by other variables that are not included in this study.

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.450	0.203	0.170	1.890

Predictors: (Constant), Resistance to Change, Work Environment, Knowledge Sharing

Dependent Variable: Innovative Work Behavior

5. CONCLUSION

From the tests and analyses conducted in this study, several conclusions can be drawn: The work environment has a partial yet significant impact on innovative work behavior at the Manpower and Transmigration Office of East Java Province. In contrast, knowledge sharing does not have a significant partial effect on innovative work behavior at the same office. Resistance to change, however, does partially influence innovative work behavior significantly. When considered together, the work environment, knowledge sharing, and resistance to change significantly affect innovative work behavior at the Manpower and Transmigration Office of East Java Province. Suggestions The analysis results lead to several recommendations: Regarding the work environment, emphasizing the importance of harmonious employee relationships, the company should aim to enhance physical comfort and work facilities. Initiatives like upgrading facilities and creating recreational spaces at the workplace could foster a more conducive work environment, potentially boosting employee satisfaction and productivity. Concerning resistance to change, given employees' inclination to stick to established routines, it is advisable for the company to introduce changes gradually through ongoing socialization. Training programs aimed at fostering openness to new ideas and change simulations are anticipated to better equip employees for future changes.

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