

Research Article

The Role of Grit in Developing Intrapreneurship Through the Mediation of Career Adaptability Among Generation-Z University Students

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Abstract.

Since the latter half of the last decade, there has been a rapid transformation in workforce demographics as Generation Z enters the workplace dynamic and takes over the responsibilities of retiring Baby Boomers. However, as Generation Z employees gradually enter the workforce, organizational human resource practices have yet to evolve to address the performance issues this generation poses, resulting in higher employee turnover ratios among Generation Z employees. Despite this problem, Generation Z has a potential characteristic that will benefit organizations: intrapreneurship. This research examines the influence of grit on intrapreneurship as a valuable construct for Generation Z through the mediation of career adaptability. This research uses quantitative methods with mediation analysis. The results of this research show no direct influence of grit on intrapreneurship. When career adaptability is included as a moderator variable, the analysis results show a significance value below 0.05, which shows the role of career adaptability as a full mediator between grit and intrapreneurship.

Keywords: Z Generations, intrapreneurship, grit, career adaptability

1. Introduction

Each generation grew up in a very different time, shaping how they viewed the world [1]. There are fundamental differences across generations in how age groups relate events, people, and experiences. Meanwhile, since the latter half of the last decade, there has been a rapid transformation in workforce demographics. As the latest generation to step in, workplace dynamics has taken over responsibility due to the retirement of Baby Boomers [2]. This generation is known as Generation Z, born from 1994 to 2010. However, as Generation Z employees gradually enter the workforce, organizations' human resources practices have yet to evolve to address this generation's performance issues, leading to higher employee turnover ratios among Generation Z employees [3].

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Published: 8 November 2024

Publishing services provided by Knowledge E

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Selection and Peer-review under the responsibility of the ICoPsy 2024 Conference Committee.



Gen Z employment problems are a concern and also happened in Indonesia. In 2021, the number of youth aged between 15 to 24 years who were in NEET or Not in Education, Employment, or Training conditions was recorded at 22.5% compared to the previous year, which was 22.3% [4]. Data from the Central Bureau of Statistics in Indonesia in 2023 states that the unemployment rate of young people between 15 and 24 years old occupies a percentage of 44.07% of the total unemployment in Indonesia. Unemployment, referred to by the Indonesian National Work Unit, is those who are not working and are not looking for work or are looking for work but have not found work and are not undergoing formal education. 16.46% of the workforce aged 15 to 24 is unemployed. In addition, the turnover rate in Gen Z who have worked is also relatively high. A poll survey conducted in 2024 shows that 34% of Generation Z who have been employed plan to quit their jobs but have not specified an exact time. 8% said they would resign after receiving religious holiday allowances in Indonesia, 8% planned to resign within the following year, and another 10% planned to resign in the next six months [5]. Only the remaining 40% have no plans to resign from their jobs. In the following survey, Generation Z employees were allowed to choose more than one reason why they wanted to resign; 64.9% stated that they resigned because of a salary mismatch with the job description. Other reasons revealed are a lack of work-life balance, a toxic work culture, colleagues who are considered toxic, no career path, and a workload that is considered excessive [6].

This condition shows a real labor problem in Generation Z in Indonesia, considering that those aged 15 to 24 years in 2023 were born between 1998-2008. As a generation that has many choices and is described as impatient, the challenge of turnover remains but may become a more significant concern with the entry of Generation Z into the workforce [7]. In reality, turnover is a bigger problem today than 20 years ago and has the potential to grow with the introduction of Gen Z in employment. Several studies have examined the characteristics of Generation Z that influence their work behavior. According to Paggi and Clowes [8], Generation Z will not settle for anything that does not meet their expectations.

In contrast, they still need to gain the knowledge and experience to meet their expectations. This is influenced by their growing familiarity with metrics, benchmarks in school, and extensive standardized testing [8]. They need special instructions, so when Generation Z gets those instructions, they do that when carrying out their work [8]. However, a survey conducted by Deloitte [9] shows that Generation Z prefers individual tasks over team-based activities but values physical connection. They prefer

independence but not isolation, highlighting their desire to balance autonomy and collaboration [9]. This shows the contradiction between the background of growing Generation Z and their preferences. Generation Z wants autonomy, collaboration, and independence but not isolation. At the same time, they grow up in conditions of clear instructions at work, so they tend not to be easily satisfied and have high expectations.

Even so, Generation Z has a character that will be very useful for organizations if developed. Lev states that Generation Z is the first genuinely digital-native generation, as they have grown up in a world immersed in technology. They are highly proficient in using various digital tools and platforms. Generation Z exhibits a global view, being broadly exposed to social and economic issues worldwide. This global mindset allows them to engage in cross-border virtual communications and seek global challenges in their work. Members of Generation Z also have an entrepreneurial approach, being courageous, opinionated, and innovative in their thinking. They are more likely to express their opinions and ideas to managers and seek business independence.

Related to this entrepreneurial approach trend, the concept of intrapreneurship is essential in the development of Generation Z. Good intrapreneurship opportunities with organizations will encourage Generation Z employees to work more energetically and engage by believing that by being in the organization [10]. Intrapreneurship makes it possible to develop Generation Z employees' personal and professional lives to achieve their needs. Intrapreneurship refers to the practice of entrepreneurial activities within a corporate setting. It involves employees within a company taking on the mindset and behaviors of an entrepreneur to drive innovation, create new opportunities, and solve problems within the organization. Gen Z workforce views risk-taking as a means to grow and progress in career and life [11]. With Gen Z employees exhibiting high levels of intrinsic motivation and ambition, corporate excellence now depends on how fast organizations can bring on a set of intrapreneurs committed to making an impact [10].

Knowing the importance of intrapreneurship, the question becomes how intrapreneurship processes can be formed. As a concept that enhances creative thinking of individuals to take risks and explore new ideas in driving the company further, intrapreneurship also needs individual enablers in order to be implemented. The individual enablers entail personal initiative, entrepreneurial self-efficacy, proactivity, capabilities, market knowledge, technology knowledge, and innovativeness, among many others. The presence of this need creates challenges in realizing intrapreneurship. Generation Z, on the other hand, following Bencsik et al. [2] needs to be aware of struggling. For this reason, Generation Z needs to understand that business is not

perfect and it's not a career path either [2]. For this reason, Rodriguez [7] focused on the fact that grit was key for Generation Z. When employees have grit, future employees can face unknown areas and positively affect performance in both the short and long term for years to come for the organization involved [7].

Grit is the disposition to hang in there, staying with a project through its completion, which takes months or even longer, without losing enthusiasm or dedication. It characterizes people's consistent efforts and commitment to realizing goals despite setbacks and disappointments. Gritty people are those who demonstrate the potential to maintain their motivational, focused, and interested level in goals and therefore have an increase in success and performance. As Rodriguez et al. [7] say, grit is that element needed in people of Generation Z because it builds toughness, tenacity, and determination to undertake the modern workplace with all its insecurities and challenges. Grit allows Gen Z workers to maintain focus on long-term goals, work through setbacks, and adapt to changing contexts in a fast and aggressive world. Their ability to manage failure, setbacks, and situations of pressure, thanks to the grit that enhances productivity, work happiness, and professional success in general, is something that is in their favor. Moreover, grit might help members of Gen Z build some sense of loyalty to the company because it makes them more likely to stay with jobs and companies amidst challenges or opportunities to move to other options [7].

The study by Rodriguez et al. of 2019 gives evidence to believe in grit of loyalty and entrepreneurship. Grit is described by desire and tenacity for long-term goals and has rapidly become one of the virtues that appear to be increasingly topical when managing business. It helps in overcoming obstacles and uncertainties about inception and effective running of a business. Entrepreneurs experience many obstacles at times, and gritty individuals are able to persevere during tough situations, acclimate to change, and stay committed to their goal [7]. In an entrepreneurship environment, Rodriguez et al. [7] note that developing grit is essential for an organization. Organizations can boost entrepreneurial results by providing a climate that motivates grit. To Rodriguez et al. [7], some of this can be through enjoining workers to be oriented towards the achievement of long-term goals by taking calculated risks, learning from failures, and exploring innovative concepts. In such ways, an organization becomes better placed to harness the resilience in employees and help them unleash their entrepreneurial potential. This provides a basis for which grit can make a contribution in intrapreneurship. The notion of the emergence of entrepreneurship within a firm is very much related to

intrapreneurship, described by many as the pursuit of entrepreneurial activities within an organizational setting.

Anand [12] mentioned that grit is needed if intrapreneurship has to be developed in any business. As described in his book by Anand, *The Greenhouse Approach: Cultivating Intrapreneurship in Companies and Organizations*, a growth attitude is a prime need for companies to effectively build and support intrapreneurship. Another characteristic that could support a development mindset is grit, as those who are more determined to be successful will have an even greater desire for the validation of others. Further research into this direct impact of grit on intrapreneurship is needed, as currently it is very scant. The mediating variable of career flexibility has been introduced to help in bridging this gap. Intrapreneurship requires flexible workplace environments as one of the prerequisites.

According to Yousefi et al. [13], career adaptability is the ability and willingness of an individual to deal with personal traumas, occupational changes, and duties related to present and impending professional growth. This psychological construct allows employees to be ready to handle both predictable tasks related to work roles and the unpredictable adjustments prompted by changes in work and working conditions. It encompasses the attitudes, competencies, and behaviors that individuals need to fit themselves into their work and changing workplace [13]. Career flexibility was selected as a mediating variable because prior research has demonstrated a link between it and grit and intrapreneurship. Gregor and colleagues [14] attempted to prove the impact of grit as a human agency factor on career flexibility. According to his research, there is no correlation between grit and job flexibility as measured by one's ability to overcome obstacles. Despite the small coefficient of regression, the direct influence between grit and career adaptation without having to overcome obstacles was proved to be significant. It has also been proved that career flexibility is mediated by intrapreneurship. According to research by Woo, intrapreneurship and personality factors have a significant influence as a mediating influence on career flexibility. Career adaptability promotes intrapreneurship through the aspect of negotiating unpredictable and dynamic employment contexts [15]. Intrapreneurship employs innovation and risk-taking within the organizational framework; hence, it demands adaptability. Workers with high career adaptability are the ones that will embrace the change, seek new opportunities, and adjust to dynamic work environments more willingly than others [15]. The study sought to establish how grit contributes to intrapreneurship growth through the mediating role of career flexibility.

2. Literature Review

2.1. Intrapreneurship

Intrapreneurship is drawn to the need for organizations to bring in innovation and organizational renewal. As Vargas-Halabí et al. [16] point out, innovation in traditional entrepreneurial activities couldn't be enough to foster the achievement of innovation in established organizations. Intrapreneurship provides a door for members of staff to be entrepreneurs within the organization and to engage in the identification and exploitation of growth and transformation opportunities. This becomes particularly important since, literally, businesses do not have a choice but need to adapt themselves to continuously fast-changing drives of the market and technology. Intrapreneurship is the process whereby an individual or a group in an already-existing firm finds, takes advantage of, and promotes innovative opportunities. As pointed out by Vargas-Halabí et al. [16], the above process involves the creation of new organizations, the rejuvenation of the ones already created, or the creation of new products and new processes. Intrapreneurs are individuals or organizations that are ready to take risks in a calculated manner in order to meet the progressive and developmental needs of an organization; so, they serve as drivers of change with their respective organizations. Lee et al. [17] describes intrapreneurship as entrepreneurship activity conducted within an organizational environment. This concurs with Vargas-Halabí et al. [16]. This means that the staff members literally become like entrepreneurs, picking some point of view and acting in a manner that provokes creativity, opens up new opportunity, and solves problems within the form.

According to Vargas-Halabí et al. [16], the theoretical construct of intrapreneurship includes many essential elements that characterize the actions and traits of intrapreneurs in companies. The following components are thought to be involved in the process of intrapreneurship:

- 1. Identification and Pursuit of Opportunities:** An intrapreneur is a person or group of persons working in an organization who actively searches for and identifies opportunities for innovation and change. Such intentional activity is needed if renewal and increase are to be encouraged in an organization.
- 2. Innovative Outcomes:** It emphasizes the role of intrapreneurs in starting new ventures within the confines of the existing organizational setup and bringing

about changes in products and processes. This concept thus highlights the simultaneous attention that needs to be given towards innovation and the growth of organizations.

3. **Risk-Taking and Calculated Risks:** One of the defining features of intrapreneurs is their ability to accept calculated risks towards the achievement of their goals. This is one important characteristic in that it eases the smooth pursuit of creative endeavours amidst obstacles and uncertainty.
4. **Organizational Context:** Aside from personal characteristics, both organizational culture and structure are important facilitators of, or constraining factors in, intrapreneurship.

Intrapreneurship is a key driver for innovation, competitiveness, and growth in large firms. Intrapreneurship drives employees to think out of the box, take measured risks, and explore new ideas that can help move the business forward. It can discover the new market opportunities and develop new products, services, and processes. According to Douglas and Fitzsimmons, some of the major benefits of intrapreneurship include the facilitation of an innovative culture inside firms, more decision-making experience by employees on their own in a professional setting, and decreased risk since the security of an established business can alleviate some of the risks associated with starting a new venture on one's own. Such benefits make it relevant to all the stakeholders of business and not just the sponsoring businesses themselves. The benefits are indicative of the relevance the concept of intrapreneurship has to all stakeholders, including the sponsoring companies. This finally leads to innovative improvement, growth, and competitive advantage.

2.2. Grit

According to Liu [18], there are two critical components in the definition of grit: perseverance and passion for long-term goals. Grit is working on something month after month, and year after year, not stopping or easing off when it gets boring or difficult, as offered by Duckworth and Quinn [19]. It explains the hard work that people keep doing to achieve their targets in the presence of hurdles and setbacks. Whereas perseverance might be viewed as the capability to persevere in the face of adversities or failures, passion is a powerful and lasting interest in the attainment of desirable goals that serves as a spark of motivation and engagement in the pursuit of long-term objectives. Perseverance

and passion are attributes that describes attributes associated with resilience, tenacity, and commitment to the actualization of set goals. Grit is a very relevant construct in behavioral and learning contexts because it tends to make an impact on many variables of interest—for instance, academic performance—and might predict a vulnerability to addictive behaviors such as, in particular, internet addiction [7]. For Gen Z individuals to develop and demonstrate grit, several factors are essential:

1. (a) **Mindset:** For challenges to be accepted by Gen Z, failures and setbacks to be viewed as opportunities for improvement, the believability of one's capacity to be better off with work and perseverance has to be based on a growth mindset.
- (b) **Goal Setting:** Setting specific, attainable, relevant goals helps Generation Z stay focused and move on to the next level if they come across an obstacle in their current task. This approach would help them feel a sense of accomplishment, moving ahead if large and more ambitious projects are broken down into small, feasible ones.
- (c) **Self-Discipline:** Gen Z needs to acquire self-control, prioritize work, use time wisely, and maintain focus on the goals amidst obstruction or distraction. These are what constitute grit.
- (d) **Support System:** Guidance, encouragement, and constructive feedback from a helpful network of mentors, peers, or role models can help to stand up against challenges, maintain motivation, and build resilience within Gen Z.
- (e) **Continuous Learning:** Gen Z's may improve their talents, knowledge, and skills by adopting an attitude of constant learning, asking for feedback, and adjusting to new circumstances or input. Developing this aspect will aid in their overall growth.

This will enhance the grit of the Gen Z worker through the development of working means of perseverance, passion, and resilience in the engagement of activities and their ability to thrive in the contemporary dynamic and challenging workplace. Rodriguez [17] stated that to understand the relevance of grit in the professional lives of Generation Z, a few key elements are worth mentioning, these elements include:

1. (a) **Perseverance:** Grit is the ability to overcome obstacles and failures. Those high in grit are ready to work very hard over a long period of time with the

ability to stay despite setbacks. This takes one to the achievement of long-term goals, way past the potential professional roadblocks.

- (b) **Passion for Long-Term Goals:** Grit is sustaining the passion over time to goals. Grit is also being quick to be inspired by quick gains, but at the same time maintaining a strong commitment to larger goals that drives one to be tenacious in reaching them through struggles or failures.
- (c) **Resilience:** The fundamental quality of grit—resilience—allows individuals to overcome setbacks and stay motivated. More significantly, in such a fast-paced work environment, sometimes even caught off guard, resilient individuals can persist in an adversarial situation and stay committed to their goals.
- (d) **Ability to Handle Adversity:** Grit is the disposition to overcome hardship effectively. This involves taking challenges head-on, learning from their failures, and applying those lessons into future endeavours. Persons with grit are more likely to view failures as opportunities for learning rather than as excuses to give up.
- (e) **Commitment to Challenges:** The gritty individuals have very high persistence to the pursuit of goals and overcoming obstacles alone. Their higher willingness to invest time and effort at work could result in higher job satisfaction and a greater sense of commitment to the firm. It is this dedication which is key to long-term success in any career.
- (f) **Impact on Loyalty:** Grit positively affects employee loyalty. Gritters are much more likely to be loyal to their companies because grittier people are able to scale obstacles and maintain focus on the achievement of long-term goals—something which eventually will benefit the company and the person.

2.3. Career Adapt-Ability

According to Woo [15], career adaptability is described as the ability and willingness of individuals to respond to uncertainty with adjustments in feelings, thoughts, and behaviors under erratic changes happening in a working environment. According to Rudolph et al. [20], career adapt-ability is considered as a work-based psychological resource, which reflects an individual's ability to cope with responsibilities, changes, and traumas related to the present and the future career. According to Stead et al. [21], professional flexibility is one of the paramount tools used in the negotiation of the

complexities of modern work. It has been described as an upcoming competence that allows workers to make use of their resources as they deem necessary in the meeting of shifting job demands and navigation of different contexts. Professional flexibility is a self-control, transactional, and pliable competence that helps individuals deal with new situations and ones that are perceived not to be under their control. Of all the individual differences, this trait has been found to predict a range of career outcomes related to work satisfaction and subjective well-being. In general, career adaptability is viewed as a psychological resource for the management of professional goals and behaviors in general within new and unpredictable career pathways, such as those engaged in during intrapreneurial activities. The concept of career adaptability encompasses four aspects, as proposed by Savickas [22]:

1. **Concern:** This dimension, according to Yousefi et al. [23], places a strong emphasis on creating realistic action plans to reach professional goals. It involves setting up career activities one is going to perform in the future, deciding on the necessary actions, and being intentional about the career pathway. Effective career planning helps individuals to cope with uncertainty and also to make relevant adjustments in their career ladders [23]. It drives persons to strategize for the future and also helps them progress in their careers, which is a vital aspect of coping with fluctuations in the employment sector [24].
2. **Curiosity:** According to Yousefi et al. [23], this dimension concerns the search in the outside world for knowledge relevant for professional development. It deals with researching labor markets, getting an understanding of market developments, and making a search for opportunities conforming to one's interests and competencies. Curiosity can be developed through continuous learning and openness to new ideas and experience, which enables adaptation to the changing work context [24].
3. **Control:** According to Yousefi et al. [23], this dimension concerns the ability to make responsible and effective professional decisions. For one to adapt to new opportunities and challenges for employment, he has to make effective decisions, through choice analysis by weighing advantages and disadvantages and including personal beliefs, aspirations, and so on. According to Brown et al. [24], learning through challenging work may further enhance this control by having hands-on involvement in one's professional development.

4. **Confidence:** This dimension includes emotional regulation, goal-setting, and feedback-seeking because it characterizes control over one's thoughts, emotions, and activities related to professional development [23]. Learning experiences may greatly boost a person's confidence and increase their adaptability in the workplace, especially if they include conquering challenges or learning new abilities [24].

3. Method

Quantitative research methods were conducted in this research. Quantitative research involves measuring variables to obtain scores from individuals as research participants; these are numerical scores that will be included in data analysis and obtained results for interpretation [25]. This research design uses correlational research, carried out without manipulating research participants to see the relationship between research variables [26]. Fifty-eight respondents acted as a sample for this study. Researchers used random sampling techniques in sampling research with Generation Z populations who are or have undergone internships in Malang City. Data collection in this study using three scales, namely (1) the Intrapreneurship scale, (2) the Career Adaptability scale, and (3) the Grit scale. Psychometric properties for intrapreneurship, career adaptability, and grit scale were measured using the CFA method to examine factor loading value and alpha Cronbach to determine the reliability coefficient.

The intrapreneurship scale used in this research was based on the work of Vargas-Halabí, Mora-Esquivel, and Siles [16]. The factor loading value for the intrapreneurship scale ranges from 0.34 to 0.76 (CFI: 0.93; TLI: 0.91; GFI: 0.98; RSMEA: 0.073). Eight items with factor loading values below 0.3 were omitted from the analysis, leaving 12 remaining items. The reliability coefficient obtained by this instrument was 0.829. The career adaptability scale for this research was adopted from the research of Sulistiani, Suminar, and Hendiyani [27]. Factor loading value for 24 items of career adaptability scale ranging from 0.57 to 0.79 ($\chi^2 = 494.23$; $df = 128$; $p \geq .05$; $RMSEA = .06$; $GFI = .87$; $AGFI = .84$; $CFI = 0.98$). The grit scale used in this research was based on the work of (Duckworth & Quinn, 2009). The short form of the grit scale consisted of 12 items. Factor loading values for this scale ranged from 0.33 to 0.87 (CFI: 0.92; TLI: 0.9; GFI: 0.98; RSMEA: 0.08). Three items with factor loading values below 0.3 were omitted from the analysis, leaving nine remaining items. The reliability coefficient obtained by this instrument was 0.829. Data analysis was conducted in this study using JASP software. Researchers use descriptive

analysis to see a picture of respondent characteristics, career adaptability, grit, and intrapreneurship. Furthermore, to see the relationship between variables, researchers used mediation analysis. The hypotheses proposed in this study are:

H1: There is a direct influence of grit on intrapreneurship in Generation Z in Malang City

H2: There is an influence of grit on intrapreneurship in Generation Z through the mediation of career adaptability in Malang City.

4. Result and Discussion

Mediation analysis is used to prove the influence of grit on intrapreneurship, either directly or through the mediation of career adaptability. Mediation analysis in this research was carried out using JASP software, and the following results were obtained:

TABLE 1: Standardized effect of grit toward intrapreneurship with career adaptability as a mediator.

Independent Variable	Mediator	Dependent Variable	Estimate	p	Conclusion
Grit	-	Intrapreneurship	0.024	0.334	No significant effect
Grit	Career Adaptability	Intrapreneurship	0.061	0.002	Full Mediation

Based on the table above, it is known that grit has no significant direct effect on intrapreneurship. This proves that hypothesis one, which states that there is a direct influence between grit and intrapreneurship, is rejected. When career adaptability is included as a moderator variable, the analysis results show a significance value below 0.05, which shows the role of career adaptability as a full mediator between grit and intrapreneurship. These results show that the second hypothesis, which states that grit influences intrapreneurship through the mediation of career adaptability, is accepted. The total effect of grit on intrapreneurship can be seen in the following

TABLE 2: Total Effect of Grit on Intrapreneurship.

Variables	Estimate	p
Grit → Intrapreneurship	0.085	0.000

More specifically, the path coefficient value between each variable in this study can be seen in the following table:

TABLE 3: Path Coefficient Estimate.

Variables	Coefficient Estimate	p
Grit → Intrapreneurship	0.024	0.334
Grit → Career Adaptability	0.102	0.000
Career Adaptability → Intrapreneurship	0.603	0.000

The mediation model in this research can be seen in Figure 1

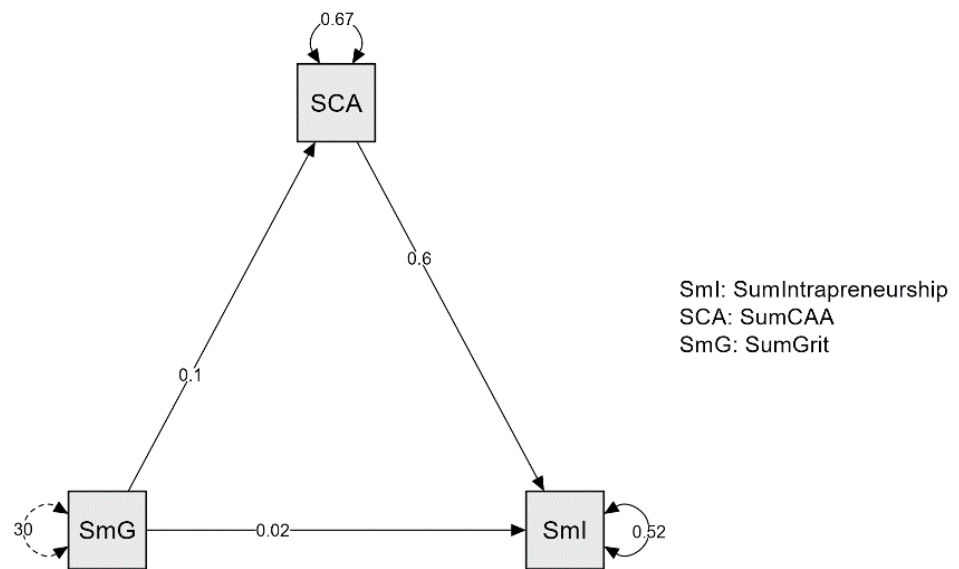


Figure 1:

The rejection of hypothesis one which states that there is a direct influence of grit on intrapreneurship shows the importance of mediation between the relationship between these two variables in Generation Z specifically. According to Gregor et al. [28], grit’s conceptualization as perseverance and determination in goal attainment. In this research, intrapreneurship did not give any specific goal to attain just like the conceptualization of grit. This study will find that the more grit they have, the more Generation Z will be able to career adapt. This happened because, according to Li et al. [29], one with higher levels of grit is likely to pursue career exploration, have higher levels of goal commitment, sustain positive affect, and have stronger choice self-efficacy. Li et al. [29] further specify that grit is a personality trait characterized by sustained enthusiasm and tenacity in the presence of long-term goals; therefore, it links to the career adaptivity concern. Thus, the presence of setbacks and disappointments would be more likely to bind people who have more grit to their career goals, and persistence helps in triumphing over part of the mystery and challenges involved in

switching careers. Gritty people will be more likely to engage in career exploration by way of putting forth behaviors such as the pursuit of information and experiences relevant to their career goals, thereby improving knowledge about possible career paths and enhancing adaptability across different roles and environments. This brings out the curiosity element of career adaptability. Another advantage of grit is enhanced belief in one's ability to make sound professional decisions pertaining to the control aspect of career adaptability. Due to increased confidence and security in their decisions and behaviors, high-self-efficacy students are likely to be more self-initiating in their career planning and exploration, hence their adaptability [29]. Gritty people typically have an optimistic attitude, which helps ward off unfavorable feelings like tension and worry about the confidence component of career flexibility. This advantageous outcome is essential for adjusting to novel circumstances and obstacles at work (Li et al., 2021).

According to Woo [15], career flexibility has a significant influence as a mediator on intrapreneurship. In regard to this, Woo [15] revealed that career flexibility influences intrapreneurship significantly since it enhances initiative and creativity, problem-solving skills, proactive behavior, lifelong learning, and self-efficacy. A high degree of flexibility in careers empowers individuals to take the initiative to suggest and implement new ideas, which forms a core element of intrapreneurship. It equally enhances their ability to discover and seize new opportunities within their companies. Flexibility in careers also enables one to better respond to adversity or difficulties experienced at work. It, thus develops flexibility and creative problem-solving skills, which are essential intrapreneurs as they are often challenged in their attempts to bring new ideas into existence. Acquiring knowledge also fuels career flexibility in the context of intrapreneurship. People who are flexible tend to gain new knowledge and skills to enhance their intrapreneurial abilities. Learning, hence helps people offer meaningful contributions to intrapreneurial activities by keeping them successful and relevant to their professions.

Acknowledge, Funding & Ethics Policies

The authors declare there is no conflict of interest throughout this research. The authors express our gratitude to the psychology department for funding this research.

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