

# THE IMPACT OF DIRECTIVE LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATION ROLE OF CONTINUANCE COMMITMENT

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## ABSTRACT

**Introduction/Main Objectives:** The aim of this study is to test the effect of directive leadership and continuance commitment on innovative work behavior while also explaining the mediating role of continuance commitment and the effect of directive leadership on innovative work behavior. **Background Problems:** Managing innovative employee behavior is an integral component of sustainable organizational development. Innovative work behavior (IWB) is very important for improving organizational performance. Many studies have identified the antecedent factors of IWB. **Novelty:** The novelty of this research is finding a new concept of innovative work behavior, through the combination of the mediation construct of continuance commitment, further established under the terms of "The Improvement Model of Innovative Work Behavior based on Directive Leadership through Integration Strategy by Continuance Commitment." **Research Methods:** This research's design is hypothesis testing research and the type of research design it uses is survey research (non-experimental). This study uses the indicators from only one dimension of leadership and one organizational commitment category, so there are some empirical gaps between this and the results of previous studies. The sample in this study was 120 civil servants from PPPPTK TK and PLB Bandung. In assessing the empirical model this study used partial least square structural equation modeling (PLS-SEM) analysis. **Finding/ Results:** The results of this study show that directive leadership has a positive and significant impact on continuance commitment, and continuance commitment has a positive and significant influence on innovative work behavior. The effect of directed leadership on innovative work behavior is fully mediated by the continuance commitment, which is positively associated with innovative work behavior, but it is not significant. The influence of directive leadership on innovative work behavior is more favorable and significant as a result of the continuance commitment. **Conclusion:** This study concludes that directing leadership has an indirect effect on innovative work behavior through the mediating variable of continuance commitment, implying that directive leadership might indirectly promote innovative behavior through the continuance commitment. The assumption is that if a leader is effective at directing staff, there will be an increase in employees' continuance commitment, and if commitment improves, there will be an increase in innovative work behavior.

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## INTRODUCTION

The development of innovation requires the contribution of each employee in the organization. In the perspective of organizational psychology, these activities are called innovative work behavior (innovative behavior) (Janssen, 2000). Janssen (2000) defines creative behavior as the deliberate production, introduction, and use of new ideas in a work, group, or organization in order to improve the job, group, or organization's performance. This concept confines innovative behavior to purposeful efforts to produce novel and profitable results. There have been studies on how the work environments of public and private organizations differ (e.g., Perry and Rainey 1988; Rainey and Chun 2005). It is less clear, though, whether or not these variations show up as different leadership styles in the public and private organizations industries. It is unclear if managerial variances in leadership style should be attributed to organizational traits or to the environment and industry in which the organization operates. The literature on this subject is ambiguous. Public management experts have asserted that there are differences between public and private organizations, on the one hand (Perry and Rainey 1988; Rainey and Chun 2005), while on the other side, leadership theorists have emphasized how the organizational setting offers general justifications for various leadership styles (House 1971).

Hansen and Villadsen (2010) conducted a study to examine the variations in management styles between public and private managers. They proposed that the organizational disparities between the public and private sectors will cause managers to work in distinct job contexts and, in turn, use various leadership philosophies. They have some evidence to back up this assertion. Where work complexity in particular mediates some of the sector's impact, the job context of

the managers is particularly a predictor of public managers' stronger use of participative leadership. Since they do not see any moderating effects according to the sector, the managerial job environment appears to influence the leadership style in the same manner across the two sectors. Two diverse and broadly conceptualized leadership philosophies have been the main emphasis. Managers that have a greater degree of job autonomy and role clarity and who believe their job to be challenging adopt participatory leadership. Managers who feel their roles are clear but who have less job autonomy use directive leadership to carry out their duties. Compared to private managers, public managers have a more directive style of leadership. As was suggested, this is partially attributable to differences in employment contexts, where they find that public managers see their jobs as having higher degrees of complexity, ambiguity, and autonomy. (Hansen and Villadsen, 2010)

This study used an approach to the behavioral leadership style based on the path-goal theory (Robbins and Judge, 2015). According to this view, a leader's primary aim is to aid subordinates in effectively achieving their personal goals, as well as to provide them with the necessary direction and support to achieve the organization's goals (Silverthorne, 2001). The leader will raise his/her followers' motivation by either (1) elucidating the followers' path to the rewards that are out there, or (2) enhancing the rewards that the followers value and wish for, according to this notion. Subordinates are told exactly what they are expected to do via directive leadership. This leadership style, according to Mehta et al. (2003), provides specific direction to subordinates' work activities by organizing and shaping the task environment, distributing the mandatory functions to be performed, specifying the rules and procedures

to be followed in accomplishing the tasks, elucidative the expectations, programming the work to be done, establishing communication networks, and evaluating the work. Directive leadership behavior is similar to the earlier-mentioned, and initiates organizational or task-oriented leadership trends. According to Mehta et al. (2003), a trustworthy leadership style is one in which the leader fosters psychological support, mutual trust and respect, helpfulness, and friendliness in the workplace. When it comes to making decisions, participative leadership discusses them with the subordinates. Pausing for thoughts and suggestions, promoting participation in the higher cognitive processes, holding meetings and debates, and asking for written suggestions are all examples of leadership behavior.

In order to enhance innovative work behavior, directive leadership is one behavioral leadership style that can achieve organizational commitment, which leads to organizational performance (Al-alak and Tarabieh, 2011). This study tests the previous research, which states that organizational commitment influences the innovative work behavior (Abdullah et.al, 2015). Previous research has shown that organizational commitment and employee performance have a significant link, in other words, continuance commitment is regarded as a part of organizational commitment. Previous studies support the mediation roles of organization commitment partially, and that the effect of leadership toward innovative work behavior has a positive value (Abdullah et.al, 2015). However, most of these studies focused on direct effects and were conducted in large companies. The goal of directive leadership is to arrange the work of subordinates by clearly outlining the expectations for following instructions, giving staff explicit instructions, and explaining the policies,

rules, and procedures (Li et al., 2018; Lonati, 2020). In order to successfully accomplish organizational goals, directed leadership is the use of leadership authority to tell subordinates what to do through orders, instructions, etc. The process and method by which the leader delegates organizational tasks to subordinates and ensures that they are completed is through one-way communication, as well as the relationship of command and obedience, instruction and execution between the leader and his/her subordinates. This is known as directive leadership. Additionally, firms with directive leadership are more likely to have standard operating procedures and employees are more likely to follow the leader's exact instructions, enabling them to fully concentrate on accomplishing their specific work tasks (Lorinkova et al., 2013). As a result, social messages like precise work procedures, explicit work objectives, and leadership monitoring by the business foster a sense of norms and responsibility in their followers, but they stifle employee innovation. However, interactive leaders actively connect with their team members so that they can reach decisions collectively. Thus this research is concentrated on the organizational changes; to show how a directive leadership style can improve bureaucracy. There has been a study which showed that participative leadership, which is characterized by autonomy, collaboration, and transparency, motivates staff to work innovatively by soliciting original suggestions and solutions that result in the best choices (Lam et al., 2015). This research's aim is to test the effect of directive leadership and continuance commitment on innovative work behavior, and to also explain the mediation roles of continuance commitment for the effect of directive leadership on innovative work behavior.

## LITERATURE REVIEW

### 1. Innovative Work Behavior

Previous studies have looked at different variables to measure innovative work behavior associated with leadership as a predictor (Hughes, Lee, Tian, Newman, & Legood, 2018), for example by looking at the leadership styles (Berraies & Zine El Abidine, 2019; Etikariena, 2020), others by using transformational leadership styles (Al-Husseini & Elbeltagi, 2016; Masood & Afsar, 2017; Afsar & Umrani, 2019; Khasanah & Himam, 2019; Hadi et al., 2019; Løvaas, Jungert, Van den Broeck, & Haug, 2020; Liu & Niu, 2020), or the adopted servant leadership style (Zeng & Xu, 2020; Su et al., 2020). Employees' innovative work behavior is normally assessed in a dynamic environment (Hou et al., 2019). The use of innovative work behavior as a mediator to achieve improved performance has also been highlighted (Purwanto, Asbari, Prameswari, Ramdan, & Setiawan, 2020). Overall, the previous research has revealed a strong link between leadership and performance, as well as innovative work behavior. In addition, prior research (Løvaas et al., 2020) has demonstrated a positive association between leadership and employees' intrinsic motivation.

Workers gradually carry out a series of work activities in order to build and improve successful work habits, which are known as innovative work behavior (De Jong & Den Hartog, 2010). The following activities are included in these stages. First, they must be aware of and comprehend the scope of the work as well as any potential issues that may arise. Second, they must be very aware of the quality of their work and seek new solutions. Third, they should foster collaboration and a shared commitment in order to implement new ideas for improvements to the group's work procedures. Fourth, they put the suggested improvements into practice at work. Employees must go

through these behavioral stages in order to create innovative work practices (De Jong & Den Hartog, 2010). Innovative work behavior in government workers is supported by inventions, such as leadership; furthermore, the role of the leadership's style can influence the relationships and behavior among government employees (Kurniawan et.al, 2021).

Individual conduct that is directed at the intentional initiation and introduction of a new idea, process, product, or procedure, which is valuable in a work role, group, or organization, is defined by De Jong & Den Hartog (2007, p. 19). "It is a complicated work activity that entails the invention, promotion, and implementation of new ideas in a work role, group, or organization with the goal of improving organizational performance" (Janssen, 2005). The three stages of innovative work behavior occur in a sequential order in a complete process (Scott & Bruce, 1994), and an individual may participate in one or a combination of these diverse behaviors at any given time. When a person has a new concept for an existing work-related issue, he or she must seek support for the implementation of that proposal through the idea's promotion, and he or she must also materialize new ideas by implementing them in work roles, groups, or the entire company, to complete the full process of work innovation (Van der Vegt & Janssen, 2003). In general, innovative work behavior entails considering issues with the present work techniques, unmet human needs, or signs that trends are shifting (De Jong & Den Hartog, 2007). Therefore, it is necessary to conduct a study to determine the impact on the innovative work behavior of workers through several processes.

### 2. Directive Leadership

This study's discussion of leadership is limited to the definition by Daft (2015: 5) of leadership,

which states that: "Leadership is the effect of the relationship between leaders and followers who want meaningful change and results that reflect shared goals."

This study will employ indicators of the type of conduct defined as directed leadership, leading subordinates explicitly to accomplish what they have to do, and based on the path-goal model theory by Daft (2015: 77), which distinguishes four types of leadership behavior. Planning, scheduling, the setting of performance goals, and behavior standards are all part of leadership practices, which also emphasize adherence to regulations and policies. Society's compliance with its leaders' demands is very dependent on the perception or relations between them (Karim et.al, 2020).

Idealized influence is characterized as the leader's ability to function as a role model, earning admiration, respect, and trust. The ability of a leader to stimulate people to question decisions and take on difficult tasks is known as intellectual stimulation. Individualized consideration entails paying close attention to individual characteristics and personal growth among followers, as well as connecting the followers' needs to the organization's objectives through regular coaching and feedback. By inspiring and motivating followers, inspirational motivation encourages people to believe in their ability to realize a desirable objective.

### 3. Continuance Commitment

Continuance commitment is related to the awareness that members of the organization will experience losses if they leave the organization. Members that have a high level of commitment to the organization will continue to be members because they have a desire to do so (Allen & Meyer, 1990).

Innovation according to Styhre (2007: 31) is understood as the development and implemen-

tation of new ideas, by the people involved, over time. According to him, this means that it requires a continuance commitment to be practiced and become part of their routine duties. Innovation, according to Styhre (2007: 32), is not just a matter of integrating intellectuals, technical skills, competence and experience but, something that can be collaborated with collectively by heterogeneous groups. The knowledge sharing process, which includes knowledge donating and knowledge collecting, has a positive effect on innovation performance (Nurhayati et.al, 2021).

Individuals with a high level of continuance commitment will stay with their organization, not for emotional reasons, but because they are aware of the significant losses they would suffer if they left. Individuals cannot be expected to have a strong desire to contribute to the organization in this situation. If that person remains in the organization, he/she can develop feelings of pessimism and dissatisfaction, which can cause poor performance. Except in circumstances when job retention clearly affects job outcomes, Meyer and Allen (1991) found that continuance commitment is not connected, or it has a negative relationship, with the presence of members of the organization or the results of subsequent work. Individuals who have a high level of long-term commitment will stay for longer in the organization than those who have low levels of commitment (Meyer & Allen, 1997). Some measurements of the results of work are not affected by a commitment to continuity (Angle & Lawson; Bycio et al.; Morman et al. in Meyer & Allen, 1997). According to various studies, a member's continuous devotion has nothing to do with how often he leaves the organization. In some studies, organizational citizenship behavior does not relate to continuity commitment (Meyer et al., in Meyer & Allen, 1997), while in another study,

both showed a negative relationship. Continuance commitment is also considered to be unrelated to virtue or compliance, even if both are considered to be organizational citizenship or extra role activities. Commitment is also related to how members of the organization react when they are dissatisfied with events at work (Meyer & Allen, 1997). Continuance commitment has nothing to do with the organization or the members' tendencies to create a failed state or accept the conditions existence (Meyer & Allen, 1997).

#### **4. The Relationship between Directive Leadership Style and Innovative Work Behavior**

The first stage of innovation is the generation of an individual's idea. Overall, employees' engrossment in innovative work is promoted by honesty and accessibility (Widmann & Mulder, 2018). Innovation is essential for boosting performance quality since it enhances the effectiveness of the services provided by employees by raising the likelihood and substance of the realization of a new idea generation attitude (Fatima et al., 2017). One of the most critical things that can influence innovative work behavior is the leader's behavior. According to the path-goal theory (Daft, 2015), workers benefit from directive leadership because it helps them deal with job tasks that are otherwise ambiguous and unclear, so it showed that a directive leadership style has a positive relationship with employee performance. To achieve organizational goals, leaders must endeavor to maximize their subordinates' performance and work happiness.

A review of the recent literature reveals that some scholars usually discuss participative leadership together with directive leadership, but they are only mentioned, without any in-depth analysis of the similarities and differences

between them (Lonati, 2020). In short, Lonati (2020) mentioned that directive leadership is the procedure and method by which the leader assigns organizational tasks to subordinates and accomplishes them by means of one-way communication, and there is a relationship of command and obedience, instruction and execution between the leader and his/her subordinates. Organizations with directive leadership are more likely to have normalized work processes, and employees are likely to obey the precise orders of the leader; this is commonly found with government employees. Consequently, social messages such as clear work objectives, specific work procedures and supervision by organizational leaders create a sense of the rules and responsibilities among subordinates, but this undermines employee creativity. Participative leaders, however, actively engage in interpersonal interactions with their employees in order to make decisions together. Participative leadership, characterized by autonomy, collaboration and openness, also encourages the employees to work innovatively by providing creative ideas and solutions that lead to the best decisions (Lam et al., 2015). Thus, this study seeks to confirm that the directive leadership variable has a solid footing in influencing innovative work behavior.

The authors propose the following first hypothesis, based on the preceding statements:

H1: Directive leadership has a positive impact on innovative work behavior.

#### **5. The Relationship between Directive Leadership and Continuance Commitment**

According to Allen & Mayer (1990), organizational commitment is a state in which employees are really interested in the organization's aims, values, and objectives. While we only look at the continuance commitment in this study, which is defined as "commitment based

on the employee's recognition of the costs involved with leaving the firm" (Allen & Meyer, 1990), previous studies have aimed to analyze the effect of the leadership style on organizational commitment, to prove that the leadership style has a positive and significant influence on organizational commitment. The directive path-goal (Daft, 2015), clarifying the leader's behavior, describes instances in which the leader informs the employees of their responsibilities and instructs them on how to do their jobs. According to the hypothesis, when an employee's position and work expectations are vague and intrinsically gratifying, this conduct has the greatest positive impact. This will encourage the emergence of good faith or the commitment of the members to the organization.

From the statements mentioned above, the authors propose the second hypothesis as follows:

H2: Directive leadership has a positive impact on the continuance commitment.

## 6. The Relationship between Continuance Commitment and Innovative Work Behavior

Organizational commitment demonstrates a person's ability to recognize his engagement in a specific area of the organization. The workers' belief in the organization's ideals, their eagerness to help achieve organizational goals, and loyalty by remaining members of the organization are the foundations of organizational commitment. As a result, organizational commitment will provide the employee with a sense of belonging to the organization. If an employee believes that the existing corporate principles bind his soul, he/she will be happy at work and his/her performance will improve.

The next component of organizational commitment is continuity commitment (Allen & Meyer, 1990). This study looks into the pheno-

menon of employees needing to stay with a company because the cost of quitting is too high. Allen and Meyer (1990) discovered that employees who are very attached to their employer may not necessarily wish to contribute to their employer; they stay with the company solely due to the expensive cost of quitting; this might lead to feelings of irritation, which can lead to inappropriate behavior. Allen and Meyer (1990) found a link between sustained commitment and on-the-job conduct since continued employment is required for the employee to remain with the company.

As a result, it is important to look at the potential link between employee commitment and innovative work behavior, which is tested by the third hypothesis as follows:

H3: Continuance commitment has a positive impact on innovative work behavior.

## 7. Continuance Commitment as A Mediator

Several studies conclude that the leadership variable has a significant relationship with the variable of innovative work behavior through organizational commitment (Katsaros et al., 2020). Several other studies mention the significant influence of leadership on commitment (Astuti & Khoirunnisa, 2018), although some studies find different results. According to Hakimian et al. (2016), the continuance commitment has no impact on employees' innovative behavior; this is in contrast to the findings of Abdullah et al. (2015), who discovered significant correlations between transformational leadership, organizational commitment, and innovative work behavior in their study. The positive association between directive leadership and innovative work behavior is well-documented in the literature (Astuti & Khoirunnisa, 2018). The relationship between continuance commitment and innovative work behavior may be found to be significant contrast with

Hakimian et al. (2016). An organization such as Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan Bidang Taman Kanak-kanak dan Pendidikan Luar Biasa (PPPPTK TK PLB)/ The Center of Development and Empowerment for Teachers and Educational Personnel in Kindergarten and Special Education, which tends to experience rapid internal changes, is a perfect environment for examining how directive leadership and continuance commitment play a role in employees' innovative work behavior. However, previous studies have not included continuance commitment as an aspect of the directive leadership-IWB relationship, leaving a gap which invites further investigation. Therefore, this research aims to integrate the relationships among these variables. The authors attempt to formulate this fourth hypothesis as follows:

H4: Continuance commitment mediates the impact of directive leadership on innovative work behavior

## **METHOD, DATA, AND ANALYSIS**

### **1. Research Method**

The methodologies used in this study were quantitative, descriptive, and verification ones. A quantitative approach was used in the analysis of this research to measure the behavior, opinions, and attitudes of individuals or groups of employees. The research used a survey (non-experimental) method by using a questionnaire as its data collection tool, with samples taken from one population and the questionnaire serving as the primary data collection tool. Data were gathered through the distribution of questionnaires. In practice, this research was carried out by using descriptive and explanatory structural methods. The researchers were looking for actual and valuable information about the performance picture of civil servants,

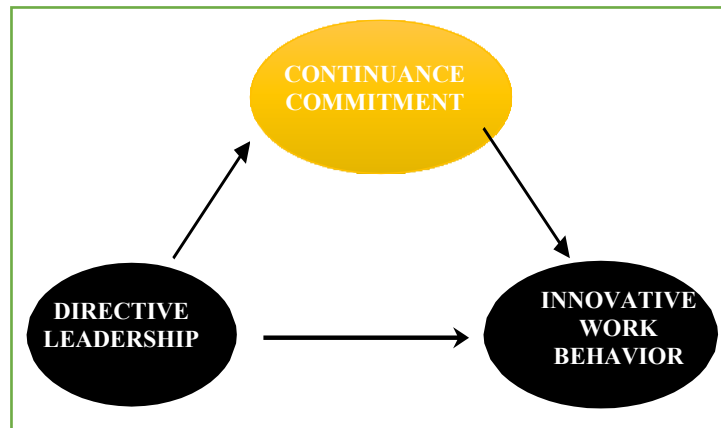
especially civil servants in PPPPTK TK PLB, which is one of main units of the Ministry of Education, Culture, Research and Technology (Kemendikbudristek), with non-probability sampling which used saturated sampling techniques and incidental samples. The development stage produced the measurable indicators that were used in the preparation of the research. This was known as the operationalization of the variables which were the aspects related to other variables, such as the concept of the variables, sub variables/dimensions, indicators, scales, and items, all of which were needed to obtain the correct data. The indicators of the instrument were modified questions based on the theories of the three variables: 1) supportive leadership (Daft, 2015), 2) continuance commitment (Allen & Meyer, 1990), 3) innovative work behavior (De Jong & Den Hartog, 2007). This study used an interval scale, with a semantic differential scale which showed how strong the level of agreement with a statement was (McDaniel and Gates, 2013: 315). A total of 120 respondents who were civil servants at PPPPTK TK PLB answered the questionnaires. Furthermore, the data that were collected using this survey method from a sample of the study's population were analyzed and interpreted using statistical methods. The application of SmartPLS program was used to process the data obtained. By using the explanatory structural research method based on PLS-SEM, which was used next, this study sought to find and analyze the relationships that occurred.

### **2. Research Design**

The research design was a hypothesis testing research. The type of research design used was survey research (non-experimental). Figure 1 shows the model that was created based on the hypotheses that were compiled.



Figure 1. Conceptual Framework



**RESULT AND DISCUSSION**

**1. Respondent Descriptive**

The respondents who became the subjects in this study were civil servants (PNS) at PPPPTK TK PLB. The characteristics of respondents consisted of their age, gender, and educational background. These characteristics can be seen in the following table, in which respondents' gender, age and educational background are displayed.

**Table 1.** Characteristics of Respondents

Demographic factors	N	%
<b>Gender</b>		
Male	63	52.50
Female	57	47.50
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Age</b>		
≤ 30 years old	13	10.83
31 - 40 years old	39	32.50
41 - 50 years old	35	29.17
51 - 60 years old	32	26.67
> 60 years old	1	0.83
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Educational Background</b>		
Vocational /Senior High School	5	4.17
Diploma	9	7.50
Bachelor	62	51.67
Postgraduate	43	35.83
Doctoral	1	0.83
<b>Total</b>	<b>120</b>	<b>100</b>

The majority of the respondents in this study were male 52.5% and 32.5% of them were in the productive age between 31 to 40 years old.

**2. Measurement Model**

The initial goal of testing the PLS model, otherwise known as the outer model test, was to evaluate whether there was inter-construct collinearity and to find the model's predictive capacity (Sarstedt et.al 2017). The following indicators were used to evaluate this model:

*2.1. Reliability Indicator*

Reliability indicators determine whether or not the measurement indicators for the latent variables are accurate. The value of each indicator's outer loading can be used to determine whether or not the indication is dependable. A loading value of more than 0.7 suggested that the construct could explain more than half of the variance in the indicator. (Wong, 2013).

Table 2 reveals that the outer loading value for all the variables was greater than 0.7, indicating that the construct could explain more than half of the variance in the indicator.

*2.2. Internal Consistency Reliability*

The next step involved the assessment of the constructs' internal consistency reliability. When using PLS-SEM, internal consistency reliability

**Table 2.** The Output of Outer Loadings

Variable	Outer Loading
DL 1	0.939
DL 2	0.962
DL 3	0.940
DL 4	0.954
DL 5	0.917
DL 6	0.820
CC 1	0.949
CC 2	0.981
CC 3	0.986
CC 4	0.950
CC 5	0.953
CC 6	0.970
CC 7	0.973
IWB 1	0.969
IWB 2	0.965
IWB 3	0.968
IWB 4	0.984
IWB 5	0.981
IWB 6	0.962
IWB 7	0.973
IWB 8	0.964
IWB 9	0.980
IWB 10	0.984
IWB 11	0.971
IWB 12	0.948
IWB 13	0.954
IWB 14	0.973
IWB 15	0.909
IWB 16	0.960
IWB 17	0.961

was generally evaluated using Jöreskog's (1971) composite reliability (Sarstedt et.al 2017). Composite reliability and Cronbach's alpha were the values employed. Sarstedt et al. (2017) found

that composite reliability values between 0.6 and 0.7 were considered to be good, and anticipated that Cronbach's alpha values above 0.7 would be considered to be excellent (Ghozali & Latan 2015).

Table 3 reveals that the Cronbach's alpha value for all the variables was greater than 0.7, and the composite reliability value was also greater than 0.7, indicating that the model was deemed to be reliable.

### 2.3. Convergent Validity

The concept of convergent validity is founded on the idea that a construct's measures should be closely linked (Ghozali and Latan, 2015). Using the value of the average variance extracted (AVE) as a guide, the predicted AVE value should be 0.5 or above, indicating that the construct may account for 50% or more of the item variance. Table 2 shows that the AVE value obtained for each variable was more than 0.5.

### 2.4. Discriminant Validity

Based on the notion that each indicator must have a high correlation to the construct, discriminant validity seeks to establish whether a reflective indicator is a true good measure of the construct. The construct gauges should not be highly associated with each other (Ghozali and Latan, 2015). The discriminant validity test was performed using the value of the cross loadings and the Fornell-Larcker criterion in the SmartPLS 3.0 program (Henseler et.al, 2015).

**Table 3.** The Values of Cronbach's Alpha, rho\_A, Composite Reliability, and Average Variance Extracted (AVE) Value

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Continuance Commitment	0.988	0.989	0.990	0.933
Directive Leadership	0.965	0.972	0.972	0.852
Innovative Work Behavior	0.995	0.996	0.996	0.932

**Table 4.** Cross Loadings

	CC	DL	IWB
CC 1	0.949	0.656	0.752
CC 2	0.981	0.733	0.783
CC 3	0.986	0.761	0.792
CC 4	0.950	0.682	0.761
CC 5	0.953	0.678	0.783
CC 6	0.970	0.758	0.773
CC 7	0.973	0.716	0.771
DL 1	0.691	0.939	0.590
DL 2	0.684	0.962	0.629
DL 3	0.768	0.940	0.715
DL 4	0.647	0.954	0.603
DL 5	0.708	0.917	0.619
DL 6	0.565	0.820	0.451
IWB 1	0.778	0.617	0.969
IWB 2	0.779	0.666	0.965
IWB 3	0.774	0.580	0.968
IWB 4	0.774	0.659	0.984
IWB 5	0.798	0.647	0.981
IWB 6	0.776	0.646	0.962
IWB 7	0.779	0.625	0.973
IWB 8	0.787	0.575	0.964
IWB 9	0.772	0.661	0.980
IWB 10	0.789	0.662	0.984
IWB 11	0.786	0.640	0.971
IWB 12	0.750	0.643	0.948
IWB 13	0.779	0.652	0.954
IWB 14	0.780	0.645	0.973
IWB 15	0.717	0.606	0.909
IWB 16	0.760	0.638	0.960
IWB 17	0.761	0.639	0.961

The cross loadings had an anticipated value of more than 0.7, and their constructs' correlations with the measurement item were higher than the other constructs. Table 4 reveals that the value of cross loadings was greater than 0.7, and the construct's correlation with the measurement item was higher than the other constructs, indicating that each indicator had a strong link with the construct.

The Fornell-Larcker criterion value is another way to evaluate discriminant validity in PLS. The model has strong discriminant validity values if the AVE square root value of each construct is bigger than the correlation value

between the constructs, and the other constructs in the model (Fornell and Larcker, 1981 in Wong, 2013). This is seen in Table 5, indicating that the model had strong discriminant validity.

**Table 5.** The Output of Fornell-Larcker Criterion

	CC	DL	IWB
CC	0.966		
DL	0.738	0.923	
IWB	0.801	0.658	0.965

**3. The Test of Inner Model**

The inner model, or the model's predictive capacity, was tested once the outer model had been tested. The coefficient of determination ( $R^2$ ) and cross-validated redundancy were two criteria for evaluating the model's prediction ability ( $Q^2$ ).

*3.1. Coefficient of Determination*

This value is used to determine the extent to which the external constructs can explain the size of an endogenous construct. Between zero and one was the predicted value.

**Table 6** The Coefficient of Determination

Construct	R square	R square adj
Continuance Commitment	0.545	0.541
Innovative Work Behavior	0.651	0.645

Table 6 shows that the model's coefficient of determination ( $R^2$ ) was 0.651, indicating that the value was moderate because the value was close to 0.67, which meant that it could be categorized as strong (Ghozali and Latan, 2015).

*3.2. Cross-validated Redundancy*

This value is used to determine whether or not a prediction is likely to be correct. The expected  $Q^2$  value was greater than zero, showing that the model accurately predicted certain constructions (Sarstedt et.al., 2017).

**Table 7** The Output of Cross-validated Redundancy

	SSO	SSE	Q <sup>2</sup>
Directive Leadership	720,000	720,000	
Continuance Commitment	840,000	415,940	0.505
Innovative Work Behavior	2,040,000	811,121	0.602

The model had a Q<sup>2</sup> score larger than zero, as shown in Table 7, indicating that it had correct predictive relevance to the construct.

#### 4. Model Fit

The value of the standardized root mean square residual (SRMR), which is the difference between the observed correlation and the model that states the correlation matrix, is used in SmartPLS to measure the model's fit. As a result, the absolute size of the (model) match criteria can be calculated as the amount of the average difference between the actual and expected correlations. A fit criterion is when the predicted value is smaller than 0.1 or 0.08.

**Table 8** The Values of Model Fit

	Saturated Model	Estimated Model
SRMR	0.036	0.036

Table 8 shows that this model's SRMR was 0.036, indicating that the model did fit.

#### 5. Path Coefficient

Following the validation of the model, measurements of the path coefficients between constructs were made to determine the significance and strength of the association, as well as to test the hypotheses.

According to Hair et al. (2017), the path coefficient values range from -1 to +1, the closer

they are to +1, the stronger the association between the two constructions is, and the closer they are to -1, the weaker the relationship is. Except for the association between directive leadership and innovative work behavior, which has a favorable impact but the effect is not significant, as, significance is determined by P values of less than 0.005.

H1: Directive leadership has a positive impact on continuance commitment.

Table 9 shows that the route coefficient derived for directive leadership on continuance commitment was 0.738 with P values of 0.0, indicating that H1 may be accepted and directive leadership has a positive impact on continuance commitment with a substantial effect.

H2: Continuance commitment has a positive impact on innovative work behavior.

The path coefficients obtained for continuance commitment to innovative work behavior were 0.692 and P values were 0.0 for the second hypothesis, which meant that H2 could be accepted and continuance commitment had a positive impact on innovative work behavior and the effect was significant, as shown in Table 9.

H3: Directive leadership has a positive impact on innovative work behavior.

Table 9 shows that the path coefficient for directive leadership on innovative work behavior was 0.147, with a P value of 0.105, indicating that there was insufficient evidence to accept H3, so directive leadership had a positive impact on innovative work behavior but the effect was not significant.

H4: Continuance commitment mediates the impact of directive leadership on innovative work behavior.

**Table 9** The Coefficient of Path

	O	M	STDEV	T Stat	P Values
DL->CC	0.738	0.743	0.033	22.479	0.000
CC->IWB	0.692	0.688	0.076	9.110	0.000
DL->IWB	0.147	0.153	0.091	1.623	0.105

**Table 10** The Values of Total Effect

	O	M	STDEV	T Stat	P Values
DL->CC	0.738	0.743	0.033	22.479	0.000
CC->IWB	0.692	0.688	0.076	9.110	0.000
DL->IWB	0.658	0.664	0.054	12.128	0.000

**Table 11** Specific Indirect Effect

	O	M	STDEV	T Stat	P Values
DL->CC->IWB	0.511	0.511	0.064	8.051	0.000

The T-statistic (8.051) > 1.96 in the specific indirect effect at Table 11 above indicates that continuance commitment mediated the effect of directed leadership on innovative work behavior, implying that the hypothesis of mediation effects was validated. As a result, it can be stated that continuance commitment mediated directed leadership's ability to increase innovative work behavior. It had a positive value, thus it can be deduced that by prioritizing consistency, it would be possible to improve inventive work behavior.

These hypotheses will be discussed in order to propose problem-solving strategies so that this research can help to the grow and develop the leadership at PPPPTK TK PLB Bandung also other main units of Kemdikbudristek in general.

## 6. Relationship between Directive Leadership and Continuance Commitment

H1: Directive leadership has a positive impact on continuance commitment

The adoption of this hypothesis demonstrates that directive leadership has an impact on the continuance commitment. As a result, the quality

of direction carried out by leaders can directly influence the creation of a continuance commitment. The attractiveness of directive leadership will be able to survive in an increasingly competitive environment because of organizational commitment. The management team or leaders of the PPPPTK TK PLB's office have realized that an organization that develops continuance commitment is able to achieve its goals, because the employees have a commitment to do the best they can at their work. The findings of this study are consistent with those of Mwesigwa, Tusiime, and Ssekiziyivu (2020), who discovered a significant correlation between leadership styles and organizational commitment.

## 7. Relationship of Continuance Commitment with Innovative Work Behavior

H2: Continuance commitment has a positive impact on innovative work behavior.

The fact that this hypothesis was accepted suggests that there is a favorable relationship between continued dedication and innovative work behavior. As a result, the organizational

commitment that has been established can directly influence the enhancement of innovative work behavior. Based on the responses, it can be stated that there is a link between the commitment to continuous improvement and innovative work behavior. The management team at the PPPPTK TK PLB's office understands that in order to improve innovative work behavior, the organization's employees must first commit to a long-term commitment. The findings of this study back up the findings of Abdullah et al. (2015), who found that there is a positive effect between organizational commitment and innovative work behavior.

### **8. Relationship between Leadership and Innovative Work Behavior**

H3: Directive leadership has a positive impact on innovative work behavior.

The fact that this hypothesis was rejected suggests that there is a small but significant positive influence of directive leadership on innovative work behavior. As a result, it will be more difficult for the leader of an organization that uses directive leadership to enhance innovative work behavior. The organization's executives should be well aware that directive leadership skills are not the primary factor in generating the optimal innovative work behavior. The findings of this study contradict a statement made in a study by Afsar and Umrani (2019), which stated there was a strong positive and substantial association between leadership and numerous measures of innovative work behavior. Al-Husseini and Elbeltagi (2016) also discovered that transformative leadership encourages creativity. According to the findings of Hui Li et al. (2019), Asbari, Santoso & Purwanto (2019), and Hadi et al. (2019), transformational leadership has a favorable and substantial link with employee innovation. Higher transformational leadership aligns and

increases the autonomy of the employees, allowing them to be more creative (Adi and Sukmawati, 2020). Berraies & Zine El Abidine (2019) also conclude that the leadership style promotes ambidextrous innovation. For improving the creative performance, employees need to be empowered because they need the authority and freedom to develop their ideas (Ilyana and Sholihin, 2021).

### **9. Continuance Commitment as a Mediation**

H4: Continuance commitment mediates the impact of directive leadership on innovative work behavior.

The adoption of this hypothesis means that the effect of directive leadership on innovative work behavior is mediated by the continuance commitment. Because the direct influence of the relationship between directive leadership and innovative work behavior is favorable but not significant, thus the continuance commitment can be said to be fully mediated. Based on the statistical results, this study follows Hakimian et.al (2016) who stated the continuance commitment has no impact on employees' innovative behavior. The findings of this study contrast those of Abdullah et al. (2015), who found substantial links between transformational leadership, organizational commitment, and innovative work behavior in their study. However, just a portion of the association between transformational leadership and innovative behavior was mediated by organizational commitment in that study. The impact of directed leadership on innovative work behavior is fully mediated by continuance commitment, according to this study. The findings of this study show that the continuance commitment has a positive value for its mediation effect. The impact of directive leadership on innovative work behavior is stronger when it is sustained.

The results of the analysis of the fundamental model correspond with earlier research that aimed to promote innovation in job performance. This research adds to the current literature by studying the continuance commitment. First, the style of leadership at the organization is not the most important factor in improving innovative work behavior. We found that a strong continuance commitment by the employees of the organization is more powerful for increasing innovative work behavior. The premise is that the continuance commitment is a valuable resource that makes the employees do their best when working on their tasks or projects, so the leadership style must support the desire of the employees to perform their duties well. The organization has to improve innovative work behavior to handle changes in customer needs. The continuance commitment must be reflected in the understanding employees' needs in general. Second, a strong continuance commitment can give employees a better understanding of the value of their existence in the organization, thus providing better participation, which makes the employees want to stay with the organization. Third, in agreement with Allen and Meyer (1990), the continuance commitment is important for the organization, especially for its association with leadership and innovation. According to them, permanent employees work for the organization because they accumulate more benefits that will prevent them from seeking another job, so the employees will give their best performance by creating new ideas and innovation.

## CONCLUSION AND SUGGESTION

Leaders are struggling with the issue of improving innovation. Leaders need to be innovative in their direction and they need committed employees to stay with their organizations, along with the appropriate performance

and innovativeness in their work life. This study answers the goal of this study, which was to see if directive leadership and the continuance commitment have a positive effect on innovative work behavior. It also proves how the continuance commitment acts as a mediator for the effect of directive leadership on innovative work behavior. The statistical findings of this study show that directive leadership has a positive and significant effect on the continuance commitment. Employees with a continuance commitment enjoy being in the organization; consequently, their continuance commitment means they pay more attention to the organizational goals and the application of greater effort and more positive performances, which leads them to innovative behavior. The acceptance of the first hypothesis shows that directive leadership has an effect on the continuance commitment. As a result, the quality of direction provided by leaders can have a direct impact on the establishment of a long-term commitment. Based on the statistical findings and acceptance of the second hypothesis, this shows that the continuance commitment has a positive effect on innovative work behavior. As a result, the established organizational commitment might have a direct impact on the enhancement of innovative work behavior. The fact that the third hypothesis was rejected suggests that directive leadership has a positive but not significant effect on innovative work behavior. As a result, it will be more difficult for the leader of an organization that uses directive leadership to enhance innovative work behavior. The conclusion of the fourth hypothesis means that the effect of directive leadership on innovative work behavior is mediated by the continuance commitment. According to the findings of this study, the continuance commitment can be said to be fully mediated. It means that directive leadership will not be able to increase innovative work behavior

without first increasing the continuance commitment.

Similar to other studies, this study also has several limitations which provide opportunities for further research. First, the cases and research procedures in this experiment were designed and carried out in the form of simplified illustrations of real conditions in the field of government employees. Innovative work behavior in the real business context typically tends to be more complex. Future researchers can use the context of other forms of innovative work behavior to strengthen the results of this study. Second, this study only examines one type of leadership style, namely directive leadership, and one kind of organizational commitment, namely the continuance commitment. There are other leadership styles and forms of organizational commitment that have not been studied in this research, so opportunities for further research exist. Third, the participants in this study are civil servants, so it is possible there are differences with those who participate in the business-life context. Therefore, future research should conduct a national survey to achieve more general and comparable results. The research findings can be elaborated with various existing studies (not only from one perspective), so that they can strengthen the contribution of behavioral research in the future.

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