

The Roles of Directive Leadership and Continuance Commitment in Improving Innovative Behavior for Business Sustainability

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ABSTRACT

This research analyzes the roles of directive leadership and continuance commitment in implementing innovative work behavior (IWB). The study focuses on companies in the medical equipment industry. Both direct and indirect effects were examined, with continuance commitment as the mediator. This study utilized purposive sampling as the sampling technique. This study utilized 408 respondents from a medical equipment company who were directly involved in business processes. The data analysis employed structural equation modeling (SEM) to demonstrate the direct and indirect effects within the research model. The research findings reveal that directive leadership and continuance commitment have a direct and positive influence on IWB. Additionally, there is a positive indirect effect, with directive leadership affecting IWB, mediated by continuance commitment. In conclusion, this research reinforces the findings of previous studies, indicating both direct and indirect implications for IWB. Directive leadership and continuance commitment are vital in implementing IWB and influencing work activities and business quality. These aspects ensure long-term business sustainability. The uniqueness of this research lies in its research object. Companies in the medical equipment production industry were selected as the focus of the study to analyze the implications of innovative work behavior (IWB) influenced by

directive leadership and continuance commitment. The significance of innovative behavior is crucial for business sustainability.

Keywords: Directive leadership, Continuance commitment, Innovative work behavior, Business sustainability, Business achievement

INTRODUCTION

Currently, companies are facing the imperative to conduct business with high quality and performance (Balboni et al., 2019; Koyluoglu & Dogan, 2021). Business processes are vital for ensuring long-term sustainability. In every business activity, ideas and innovation are essential, particularly evident in the work processes (Kim & Choi, 2022). Business organizations are focused on ensuring that their products and services align with the needs of the business. By leveraging advanced technologies, enhancing production capacity is expected to yield innovative employee behavior. However, new information and technological challenges are sensitive issues that necessitate strategic business design in response to these requirements. Given the complexity of the business landscape, this approach is expected to elevate productivity and enhance the company's competitiveness.

The dynamics of high demand are highly desirable for a business organization. To meet this demand, new ideas are sought from employees to initiate new products or services for consumers (Ruiz-Pava & Forero-Pineda, 2020; Tirmizi et al., 2020). Business sustainability necessitates generating novel ideas and innovations to meet market needs. This is determined by the company's strategy to effectively control and supervise business processes. The sustainability of the business is contingent upon the quality and comprehensive achievements (Baldegger, 2020; López-Torres et al., 2019). Human resources are one of the key factors for the long-term success and sustainability of the business. Various variables are discussed, encompassing aspects of leadership, commitment to the organization, and innovation based on employees' work behavior.

Innovative work behavior provides an individual context that facilitates the generation of new ideas for processes, products, or services aligned with the organization's business processes (AlEssa & Durugbo, 2022; Shahid et al., 2021). This process can be achieved through leadership and organizational factors that grant employees autonomy and freedom (Adiguzel et al., 2024; Jawad et al., 2023). Each individual has their way of determining work processes. Employees, as a key component, must be capable of achieving the business targets set by the company. Leadership can instill creativity and innovative performance behavior in all employees (Pradhan & Jena, 2019). This should be complemented by organizational commitment

fostered among all employees. New ideas and innovation are crucial factors in achieving the company's business objectives.

Directive leadership is a type of leadership that involves making quick, precise decisions and focusing on the core of the problem (Post et al., 2022). Every problem faced by the work team must be addressed through precise decision-making with high accuracy (Boulu-Reshef et al., 2020). This leader emphasizes high participation with partial employee involvement in business processes (Zijl et al., 2021). Employees receive direction and coordination for implementing work patterns in accordance with the leadership's wishes. The business process for producing medical devices prioritizes swift initiatives by leaders to capitalize on market opportunities. Directive leadership can be one of the advantages of a fast and agile business process. This pattern is an advantage prioritized in business activities and executed by employees.

Previous research has shown that innovative work behavior is influenced by leadership style and organizational commitment (Sarwar et al., 2022; Tang et al., 2019). Leadership style is pivotal in directing, delegating, and coordinating work processes. Leaders must be able to direct employees' work behavior to achieve work targets. Organizations need new business concepts generated by their employees. The process of creating innovation should stem from the organization's professional commitment. Employees are expected to work to their maximum potential and develop new ideas in response to the company's business challenges. Therefore, innovative work behavior can be achieved through leadership and organizational aspects with full commitment.

However, various research studies indicate that leadership and organizational commitment do not significantly influence innovative work behavior (Del Carmen Martínez Serna et al., 2018; Udin & Shaikh, 2022). This contradicts previous studies that highlighted the importance of leadership in fostering creative work patterns (Rao Jada et al., 2019). As a result, organizations may fail to develop new business models and concepts that align with market needs. Given the demands of consumers and the rapid development of technology and business, there is a need for new product or service concepts. Features or additional elements often become key factors in consumers' product selection choices. Innovative work behavior is more frequently explained using variables such as work-role performance, self-efficacy, and knowledge sharing to demonstrate both direct and indirect implications in the research model (Afsar & Masood, 2018; Akram et al., 2020; Vihari et al., 2022). This study differentiates itself by incorporating leadership style, proxied by directive leadership, and organizational commitment, proxied by continuance commitment. These variables were selected to highlight aspects of leadership and commitment that enhance innovative work behavior.

This research replicates the model from previous studies using these two variables to explore their implications on innovative work behavior (Mutmainnah et al., 2022). The difference in this study lies in the focus of the research object. The study was conducted in several health equipment companies that consistently implement innovative work behavior to respond to market demands. The leadership style is represented by directive leadership, while organizational commitment is represented by continuance commitment. The research findings are expected to contribute to the advancement of knowledge, especially in the field of human resource management. The variance in the research object will provide comparative results and strengthen the existing research context. Through analysis and data as the basis of information, recommendations can be provided to further enhance the understanding of the study's implications.

LITERATURE REVIEW

Innovative Work Behavior

Employees are key drivers of business processes that determine organizational success (Nwosu et al., 2020). The work patterns they engage in require regular refreshments regarding procedures and technical aspects aligned with the business activities. This necessitates individual and team-based innovative work behavior. As social beings, employees can foster innovation in the workplace by approaching their tasks with new ideas and techniques (Prieto & Pérez-Santana, 2014). The innovative work behavior required by organizations should be future-oriented to address business changes in response to the complexity of problems and consumer demands.

Innovative work behavior involves initiating, exploring, and generating new ideas that aim to enhance business or individual performance (Widmann et al., 2016). This has a positive impact on enhancing organizational competitiveness, which correlates with improved business processes. New ideas must align with the market's needs and expectations. There are three stages in innovative work behavior: idea generation, idea promotion, and idea realization (De Jong & Den Hartog, 2010). Idea generation involves providing employees with the opportunity to analyze business process problems and formulate new ideas as solutions. These ideas originate from the original thinking of employees who are encouraged to modify existing products or services. Idea promotion is when employees share their ideas or solutions with colleagues and gather support to implement them in the company's business processes. Idea realization is when employees create a model or prototype of a product or service that can be implemented in individual or team workflows. The execution of new ideas aligns with the company's efforts to improve productivity.

Innovative work behavior can be measured through idea exploration, idea generation, idea championing, and idea implementation (De Jong & Den Hartog, 2010; Munir & Beh, 2019). The exploration of ideas originates from opportunities or observations in the work environment. These ideas are developed through new processes for colleagues and the company. These new ideas are expected to enhance business quality and accelerate the company's achievements. Therefore, implementing these ideas must be carried out effectively and efficiently to comprehensively improve workflow processes and overall business quality. Employees with innovative ideas have a greater chance of being promoted to higher positions. This is due to their active involvement in generating new ideas to address existing challenges within the company. Innovative work behavior provides an opportunity for individuals to implement new ideas that have been harbored and can be utilized to address existing challenges.

Innovative work behavior is often used as a mediator in several studies focusing on OCB, transformational leadership, and sustainable performance (Faulks et al., 2021; Khan et al., 2020; Knezović & Drkić, 2021). This variable is the driver for understanding the implications of predictors that contribute to innovation as a business process factor. Innovation is viewed as one of the key perspectives in achieving optimal performance (Akram et al., 2020). Employees, as executors of business plans, are expected to be able to formulate new ideas (Mehralian et al., 2022). Innovation requires sharing information and new ideas to create products that meet market needs.

Directive Leadership

Leadership style is crucial in achieving organizational goals (Mansaray, 2019). Directive leadership involves delegating tasks to subordinates based on the leader's decision-making and action-oriented approach (Lonati, 2020). This type of leadership focuses on task orientation, controlling discussions, dominating interactions, and providing clear directions for plan execution (Post et al., 2022). However, one area for improvement in this leadership style is its overly centralized guidance, which may limit participative opportunities for subordinates. The implementation of directive leadership can create excessive dependence on the leader, and subordinates may not be as actively involved in direct problem-solving.

One of the positive aspects of directive leadership is its positive relationship with the satisfaction and expectations of subordinates regarding the completion of orders or tasks (Krause et al., 2022). Employees who accomplish assigned tasks are highly recognized by their leaders. This leadership style is characterized by high dominance, resulting in low employee participation. It is based on power, authority, and delegation in directing work (Luthans et al., 2020). Under directive leadership, all employees are

expected to follow the leader's instructions in completing their tasks. High expectations from leadership can cast a negative shadow on job execution. This type of leader is often perceived to exercise personal rights and opinions in determining decisions or policies without engaging in discussions with subordinates. The execution is filled with tension, making this leadership style suitable for applying punishments and rewards to employees (Mukherjee & Mulla, 2022).

The uncertain business world requires directive leadership that is grounded in long-term goals (Barthel & Buengeler, 2023). The pattern of directive leadership focuses on explaining work processes, advocating for goals, monitoring performance, and resolving employee issues. The role of communication is crucial in ensuring that employees work in accordance with the leader's instructions. (Vito, 2020). Directive leadership is similar to transactional leadership, but its implementation can be combined with clear organizational goals. (Easton & Steyn, 2022). Some studies discussing directive leadership are more focused on organizational strategy and performance (Akonkwa et al., 2022; Yi et al., 2022). Thus, the issue of directive leadership can offer a new perspective on aspects of new work behavior that require formulating ideas and creativity.

Organizational guidelines are followed rigidly, focusing on the rules the leader sets. High control standards are implemented to reduce errors in business processes and tasks. A code of ethics governs employee behavior, and performance standards must be met in accordance with the professional agreement between the employee and the organization. A wise leader will highly appreciate employees with high-quality performance. Disciplinary sanctions are imposed to regulate subordinates in a consistent manner, ensuring compliance with regulations. The standard indicators to measure directive leadership include controlling and regulating, training and instructing, and demanding achievement and high performance (Chen et al., 2017; Euwema et al., 2007; House, 1996).

Continuance Commitment

Continuance commitment is one form of organizational commitment that employees are expected to possess (Meyer et al., 2002). Organizational commitment is a state of being attracted to the organization's goals, values, and targets, achieved by human resource components (Yahaya & Ebrahim, 2016). As the frontline of the business process, employees must uphold their commitment as a contribution to achieving business success. Organizations require human resources with a full commitment to contribute to a long-term history of success (Curado et al., 2022). An employee's level of organizational commitment has a direct impact on the quality of the

business process. This aligns with the company's improvement in profitability in both the short and long term.

Continuance commitment is based on considering the benefits and losses to persist with an organization (Colquitt et al., 2018). The underlying rationale is the sustainability of the company's business in the face of highly complex business competition. The tendency of this commitment will involve consistency in the commitment towards the cost magnitude and the financial aspects received by employees (Uppal, 2017). Business organizations must grow continuously in line with the scale of the business. Employees will feel at ease knowing they are part of the organization's success. Continuance commitment can be measured through opportunities for alternative perceptions, organizational perceptions, and the best job opportunities (Meyer et al., 2002; Vance et al., 2020). All these indicators are used to analyze the magnitude of the commitment employees understand when persisting with the organization.

The reality of quality work requires a continuous commitment by employees. This commitment to achieving business quality according to the company's expectations (Rodrigo et al., 2022). Business innovation can be generated through quality performance through innovative business processes (Peng & Li, 2021). Continuance commitment is always associated with emotional intelligence and work-life balance. (Chigeda et al., 2022; Shabir & Gani, 2020). Business innovation can only be positively correlated with performance when driven by a high commitment to both the quality of the business and the work. So, continuance commitment can be a new predictor to produce innovative work behaviour that begins with directive-based leadership.

The Relationship between Directive Leadership Style and Innovative Work Behavior

The implementation of directive leadership is focused on the work process, both in terms of outcomes and quantity, under the guidance of superiors (Tremblay et al., 2019). Leaders always strive to direct a fast and effective work pattern. Business organizations must create new business ideas that align with market needs. The work process should be carried out with innovative work behavior (Kwon & Kim, 2020). Emphasis on work depends on the direction and coordination of leaders to achieve business targets in accordance with organizational expectations. This poses a challenge in cultivating new work patterns with innovative work behavior. Several studies have shown that directive leadership has a positive impact on innovative work behavior (Coun et al., 2021; Mutmainnah et al., 2022). The directive leadership style is characterized by its fast and straightforward nature, emphasizing professionalism in work. Indeed, implementing innovative work behavior relies on the appropriateness of

leadership style (Ali Fadhil et al., 2022). Organizations strive to foster innovative work behavior by generating new business ideas. The creativity of employees plays a crucial role in responding to market challenges. Companies face the challenge of achieving both cost efficiency and business process effectiveness, making these two variables essential for business sustainability. Strong leadership and new work behaviors are needed in fierce business competition to continuously meet market demands (Jiang et al., 2021; Suriyankietkaew, 2022). Thus, it is assumed that directive leadership can be applied to improve innovative work behavior as part of the overall quality of business processes.

H1: Directive Leadership positively affects innovative work behavior

The Relationship between Directive Leadership and Continuance Commitment

The sustainability of a business is greatly influenced by employees' commitment to achieving business targets (Ocasio & Radoynovska, 2016). These targets can be achieved through employees' understanding and perception of continuance commitment. The perception of continuance commitment can be fostered through the guidance of leaders (Knotts & Houghton, 2021). This can be achieved by implementing directive leadership focusing on business processes. Organizations should provide appreciation or recognition for the positive contributions made by employees. Continuance commitment is one form of employees' attachment to the sustainability of the organization's business (Locke & Pearce, 2023). Employees are expected to deliver their best productivity to meet both short-term and long-term business targets. Several studies have explained the positive influence of directive leadership on continuance commitment (Mutmainnah et al., 2022; Odoardi et al., 2015). The implementation of directive leadership should instill a sense of continuity and commitment in the minds of all employees. The success of the business process depends on the work processes and the level of employee participation. Leaders provide explanations, guidance, and accommodation when implementing work plans. Therefore, it is assumed that directive leadership has a positive effect on continuance commitment.

H2: Directive leadership affects organizational commitment.

The Relationship between Continuance Commitment and Innovative Work Behavior

Changes in work behavior are determined by the level of commitment held by employees (Fauziawati, 2021). The quality of products or services must meet market

and consumer expectations as business objectives. Innovative work behavior becomes one component of producing high-quality business processes (Jankelová et al., 2021). The perception of continuance commitment in the minds of employees must support this. The success of the business process is determined by innovative work behavior driven by continuance commitment. This motivation encourages employees to think creatively about generating new ideas. Innovation in products or services is highly needed to create new variations that meet consumer expectations. It can be assumed that the success of innovative work behavior depends on employees' commitment. Some previous studies have explained that continuance commitment positively affects innovative work behavior (Battistelli et al., 2019; Mutmainnah et al., 2022). The creativity and innovation that can be generated depend on the level of commitment employees have towards business sustainability. Business organizations must be able to respond quickly to market opportunities. The generation of new business ideas cannot solely rely on the leadership level; the active involvement of employees is essential through innovative work behavior (Contreras et al., 2020). The optimistic assumption indicates that continuance commitment can enhance innovative work behavior.

H3: Continuance Commitment positively affects innovative work behavior.

Indirect Effect of Directive Leadership on Innovative Work Behavior Mediated by Continuance Commitment

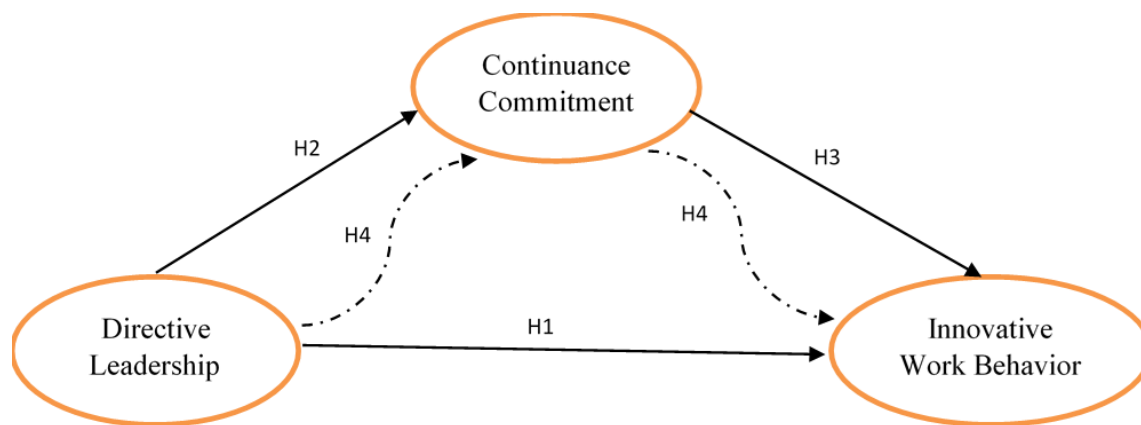
Directive leadership is one approach that emphasizes comprehensive work processes (Alsaedi, 2022). Leaders bear responsibility for every aspect of the business operations. Implementing innovative work behavior is a way to be responsive to achieving business targets (Dahiya & Raghuvanshi, 2022). This must be supported by the existence of continuance commitment, which should be comprehensively understood by employees. The challenge lies in instilling innovative work behavior through continuance commitment across all employees. Therefore, it is assumed that there is an indirect relationship between directive leadership and innovative work behavior, which is mediated by continuance commitment.

Several studies indicate an indirect effect between leadership style and innovative work behavior, mediated by organizational commitment (Imam & Kim, 2022; Mutmainnah et al., 2022). The difference in this study lies in the focus on continuance commitment and directive leadership. The research model is tested on other business processes carried out by medical equipment companies. Leadership style is proxied by directive leadership, while continuance commitment is assessed in terms of organizational commitment.

H4: Directive Leadership has an indirect, positive effect on innovative work behavior, mediated by continuance commitment.

The hypothesis is formulated to demonstrate that directive leadership makes an optimal contribution to new work behavior, particularly in terms of innovation. Creating new work behavior presents its own challenges in terms of achieving a common understanding and commitment to the business process. Continuance commitment is one of the predictors of the role of directive leadership in growing employee awareness of the company's business quality. Directive leadership has been studied in many industries, including hotels, automotive, and education (Pahi et al., 2022; Saleem et al., 2021; Srimathi & Narashiman, 2021). Medical device companies need innovation to address market needs. The research assumption emphasizes that the role of directive leadership is vitally important in the growth of continuance commitment and IWB. These three variables can be important factors in business sustainability. Innovative Work Behaviour (IWB) is the key to the success of companies that prioritize their future with commitment as a key success factor. Based on the theoretical review and hypotheses development described previously, the following research model was proposed:

Figure 1 illustrates the assumption of direct and indirect effects on innovative work behavior. Leadership style is proxied by directive leadership, and organizational commitment is represented by continuance commitment. Innovative work behavior is positively influenced by both directive leadership and continuance commitment. The direct effects aim to analyze the direct impact of directive leadership and continuance commitment on innovative work behavior among all employees. Business processes incorporating new concepts and ideas can be effectively executed through directive leadership and continued commitment. Directive leadership is assumed to have a favorable direct implication on continuance commitment. The model also shows the assumption of an indirect effect of directive leadership on innovative work behavior, which is mediated by continuance commitment. The diagram above indicates the direction of relationships between exogenous and endogenous variables. Mediating variables are considered catalysts that connect the direct and indirect effects, as indicated by the direction of the arrows.

Figure 1. *Research Model (Mutmainnah et al., 2022)*

DATA AND METHOD

Research Method

This research employed an exploratory approach to analyze the implications and influences among variables (Schindler, 2022). Directive leadership and continuance commitment were considered exogenous variables, while innovative work behavior was treated as endogenous. Continuance commitment played a mediating role in the relationship between directive leadership and IWB. The research model explained assumptions of both direct and indirect effects on implementing innovative work behavior. The research process examined the magnitude of implications among variables represented by indicators. The research was conducted in several medical equipment companies. These businesses heavily relied on innovation and creativity to respond to new opportunities. Data collection was carried out using a Google Form. The study replicated a model from a previous study (Mutmainnah et al., 2022), incorporating implications among variables through a literature review. The study's results may vary depending on the study's objective and data availability, which serve as the foundation for research information.

Sampling

This study utilized purposive sampling as the sampling technique. Purposive sampling is a technique that utilizes specific considerations based on certain criteria or classifications that align with the research needs (Sekaran & Bougie, 2020). The research sample consisted of employees working in the production of medical equipment companies. The first stage in the sampling process, which involves determining the qualifications of respondents, requires a minimum of 2 years of work experience, a staff position level, and a diploma as the minimum educational requirement. The total number of respondents was 502. However, a questionnaire

eligibility selection process was conducted prior to the data tabulation and research analysis. This aims to match the qualifications of respondents and the quality of answers from each research indicator. After the research questionnaire filtering process, 408 eligible respondents were identified and selected for use as the research database. This process ensures the validity, reliability, and representativeness of the population. The research base is expected to provide comprehensive information and serve as a basis for company recommendations regarding innovative work behavior.

Research Instrument

This study employs a questionnaire as the primary data collection instrument. The research questionnaire has 19 questions. Directive leadership is characterized by controlling and regulating, training and instructing, and demanding high achievement and performance (Chen et al., 2017; Euwema et al., 2007; House, 1996). Innovative work behavior was manifested by idea exploration, idea generation, idea championing, and idea implementation (De Jong & Den Hartog, 2010; Munir & Beh, 2019). Continuance commitment was analyzed with indicators of alternative perception opportunities, organizational perception, and best job opportunities (Meyer et al., 2002; Vance et al., 2020). The continuance commitment consisted of 5 questions, directive leadership had 6 questions, and innovative work behavior had 8 questions. A Likert scale was employed in the research questionnaire to measure respondents' perceptions. The 5-point scale ranged from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree). All questions were distributed online using the Google Form to facilitate data tabulation and analysis. Below is a table of the questionnaire used for data collection, as follows:

Table 1 *Research Questionnaire*

Variable	Indicator	Statement	References
Directive Leadership	Controlling & regulating	The leader places a strong emphasis on completing all work to the highest standards. Leaders emphasize that all employees follow the rules set by the company to ensure the quality of the business.	(Chen et al., 2017 ; Euwema et al., 2007 ; House, 1996)
	Training & instructing	Leaders always provide strict supervision of all work carried out by employees. Leaders always provide employees with detailed instructions on how to complete their work.	
	Demanding achievement & high performance	Leaders require employees to ensure that work processes meet or exceed the minimum standard requirements. Leaders often direct employees to improve their performance in achieving business targets, even when the minimum targets have already been met.	
Continuance Commitment	alternative perception opportunities	I have alternative opportunities in the work provided by the company	(Meyer et al., 2002 ; Vance et al., 2020)
	organizational perception	I am allowed to do my best for the organization I am provided with the best facilities and the freedom to continue my career at this company.	
	best job opportunities	The best opportunity is to work in this company for the long term. I am fully committed to performing at my best in my current position.	

Table 1 *Research Questionnaire (cont.)*

Variable	Indicator	Statement	References
Innovative Work Behavior	Idea Exploration	I try to find new methods or techniques	(De Jong & Den Hartog, 2010; Munir & Beh, 2019)
		I try various solutions to work problems.	
	Idea Generation	I think of ways to improve myself in my current job.	
		I pay attention to problems to get new ideas for my current job.	
	Idea Championing	I convince other members to accept this idea for a new business.	
		I generate new ideas to drive the organization's success.	
	Idea Implementation	I contribute fully to the implementation of new ideas.	
		I develop and implement new ideas according to my current job.	

Data Analysis

This study utilized the Structural Equation Modelling (SEM) technique to analyze the direct and indirect effects between variables. This study uses variance-based SEM, which is designed to test the predictive influence of each variable. Variance-based SEM is a method to test the predictive relationship between constructs by seeing whether there is a relationship or influence between constructs (Sarstedt et al., 2020). SEM is a regression or path analysis method constructed with measurement and structural models to examine direct or indirect relationships between research variables (Hair et al., 2022). Continuance commitment was considered the mediating variable, assuming the indirect effect between directive leadership and innovative work behavior was strengthened. The initial stage involves examining the research indicators with outer loading values of at least 0.6 or 0.7 (Ringle et al., 2020). The second stage assesses validity and reliability aspects with Cronbach's Alpha, Rho-a, and Composite reliability values of at least 0.7 (Cheung & Wang, 2017). The third stage involves examining discriminant validity and comparing the Average Variance Extracted (AVE) value to ensure it is at least 0.5 higher than cross-loadings on the Fornell-Larcker criterion (Ab Hamid et al., 2017). Once the indicators meet the requirements for validity, reliability, and indicator suitability, the analysis proceeds to explore the implications of the research model. The

fourth stage involves analyzing the coefficient of determination (R-square), with a maximum absolute level of 100%, to understand the variance explained by the model (Schamberger et al., 2020). Therefore, a strong relationship exists between the variables. In the fifth stage, hypothesis testing was conducted with p-values less than 5% and T-statistics greater than the T-table, indicating that the hypotheses can be accepted, which confirms the presence of the expected influences according to the research formulation (Hair et al., 2022).

RESULTS

Respondent Profile

This study involved 408 respondents. The respondents in this study were employees working in the company, and their innovative work behavior is analyzed in terms of both leadership and organizational commitment implications. The following table presents the profiles of the respondents.

Table 2 categorizes the respondents into several clusters based on their length of service, job level, educational level, age, gender, and marital status. The length of service is predominantly distributed as follows: 0-5 years (32%), 6-10 years (25%), 11-15 years (22%), and above 15 years (21%). The job level is mainly filled by staff (50%), managerial positions (34%), and top management (16%). The majority of respondents hold diploma degrees (41%), followed by bachelor's degrees (34%), master's degrees (21%), and doctoral degrees (4%). In terms of age distribution, the dominant groups are 26-30 years (26%), 16-20 years (24%), 21-25 years (20%), 31-35 years (16%), and above 25 years (14%). Regarding gender, male respondents comprise the majority (58%), followed by female respondents (42%). Marital status is distributed as married (47%), single (31%), and others (22%). The data distribution sufficiently represents the research population and provides a basis for analysis according to the variable model. The next step involves interpreting the research findings based on the statistical results.

Table 2 *Respondents*

Information	Classification	Total	Percentage
Length of service	0-5 years	130	32%
	6-10 years	103	25%
	11-15 years	90	22%
	Above 15 years	85	21%
Position	Staff	203	50%
	Managerial	139	34%
	Top Management	66	16%
Education Level	Associate's degree	165	41%
	Bachelor's Degree	140	34%
	Master Degree	85	21%
	Doctoral	18	4%
Age	16-20 years old	97	24%
	21-25 years old	83	20%
	26-30 years old	108	26%
	31-35 years old	65	16%
	Above 35 years old	55	14%
Gender	Male	237	58%
	Female	171	42%
Marital Status	Single	127	31%
	Married	192	47%
	Others	89	22%

Statistical Results

The first stage involves examining the research indicators with outer loading values. This process analyzes the suitability of indicators for all variables in the research model. The table below shows the outer loading:

Table 3 demonstrates that all indicators are deemed suitable as the basis of information for the research model. All indicators meet the criteria of outer loading values above 0.7. This outcome ensures that all indicators can represent their respective variables when analyzing research implications. The next step involves examining the aspects of validity and reliability by considering the values of Cronbach's Alpha, rho-a, composite reliability, and AVE. Table 3 illustrates that all variables meet the criteria for

validity and reliability. This can be observed in the Cronbach's Alpha, rho-a, and composite reliability values, all of which exceed 0.8.

Table 3 explains the presence of a determination effect between the mediating variable and the endogenous variable. Continuance commitment, as the mediating variable, can simultaneously explain 49.9% of the relationship between directive leadership and innovative behavior. Directive leadership and continuance commitment can simultaneously explain innovative work behavior, accounting for 49.9% of the variance. Both determination coefficients, with R-Square influenced by all entering construct variables, fall under the moderate category. Thus, there is still room to include additional variables outside the research model.

Table 3. *Measurement Research Model*

Variables	Indicator	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	R-Square
Continuance Commitment	CC1	0.712	0.814	0.828	0.868	0.569	0.499
	CC2	0.814					
	CC3	0.717					
	CC4	0.777					
	CC5	0.770					
Directive Leadership	DL1	0.875	0.925	0.928	0.942	0.729	-
	DL2	0.888					
	DL3	0.816					
	DL4	0.831					
	DL5	0.888					
	DL6	0.821					
Innovative Work Behavior	IWB1	0.864	0.953	0.953	0.960	0.751	0.489
	IWB2	0.875					
	IWB3	0.865					
	IWB4	0.884					
	IWB5	0.784					
	IWB6	0.872					
	IWB7	0.890					
	IWB8	0.896					

Furthermore, the AVE (Average Variance Extracted) values exceed 0.5. The comparison of AVE values with cross-loading values in the Fornell Criterion indicates successful discriminant validity. The following table displays the discriminant validity value.

Table 4 explains that Fornell's cross-loading values are more significant than the AVE (Average Variance Extracted) values. This indicates that the research variables

meet the criterion for discriminant validity. The research data, serving as the basis of the information, have successfully met the requirements in terms of validity and reliability. All research indicators are eligible to proceed with the hypothesis testing process. The last step was to test the hypotheses, whose results are presented in Table 5.

Table 4. *Discriminant Validity*

Variables	Continuance Commitment	Directive Leadership	Innovative Work Behavior
Continuance Commitment	0.755		
Directive Leadership	0.706	0.854	
Innovative Work Behavior	0.687	0.577	0.867

Table 5. *Hypothesis Testing*

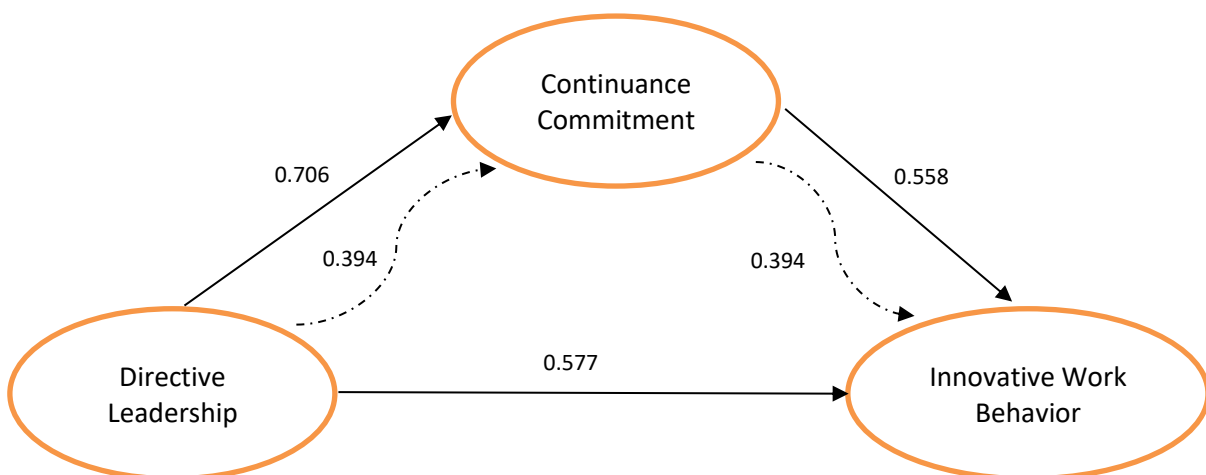
Variables	Original sample (O)	T Statistics (O/STDEV)	P Values	Hypothesis
Direct Effect				
Directive Leadership -> Innovative Work Behavior	0.577	12.216	0.000	Accepted
Directive Leadership -> Continuance Commitment	0.706	25.075	0.000	Accepted
Continuance Commitment -> Innovative Work Behavior	0.558	8.977	0.000	Accepted
Indirect Effect				
Directive Leadership -> Continuance Commitment -> Innovative Work Behavior	0.394	8.641	0.000	Accepted

Table 5 explains that all variables have a positive influence, as hypothesized. All hypotheses (H1, H2, and H3) are accepted, indicating a positive relationship between the variables. The first hypothesis (H1) is accepted, showing that directive leadership positively affects innovative work behavior, with p-values less than 0.05 and a T-statistic of 12.216 greater than the T-Table value (1.98). The second hypothesis (H2) is accepted, indicating that directive leadership has a positive effect on continuance commitment, with results similar to those of the first hypothesis. The third hypothesis is accepted, indicating that continuance commitment has a positive effect on innovative work behavior, with the same values as the two previous hypotheses. The fourth hypothesis (H4) is accepted with p-values less than 0.05 and a T-Statistic of 8.641, more significant than the T-Table value (1.98). Continuance commitment is a predictor in the indirect effect, contributing to enhancing innovative work behavior. The research

findings conclude that innovative work behavior can be influenced directly and indirectly by both leadership and organizational commitment. Below is a picture of the results of the hypothesis in the research model as follows:

Figure 2 illustrates that the research model, which encompasses both direct and indirect influences, can address the implications for each research variable. Directive leadership, continuance commitment, and IWB influence each other in the formulation of each hypothesis. This study concludes that sustainability in a business requires a leadership role oriented toward achieving targets. Commitment to the work process can provide a new balance in creating innovative work behavior. The hypothesis is supported by the direct influence that each variable has on the creation of new work behavior. Innovation must be consistently integrated into every company's business process, with a high level of commitment and leadership, focusing on product quality. Medical equipment companies must be able to implement directive leadership with a focus on business quality. Continuance commitment as a mediator in indirect influence has proven that IWB must be carried out with clear stages. Directive leadership can foster a strong sense of commitment in employees' self-perception of the company's business sustainability. It can be concluded from the picture above that innovative work behavior can be formed both directly and indirectly, with the significant role of directive leadership being maximized.

Figure 2. *Research Model Implication Value*



DISCUSSION

The research results indicate that directive leadership has a positive impact on innovative work behavior. Directive leadership is capable of enhancing innovative work behavior by 57.7%. Previous studies have also shown a positive correlation between directive leadership and innovative work behavior (Akbari et al., 2021; Botha & Steyn,

2022; Mutmainnah et al., 2022). Company leaders are highly concerned about executing work processes, and ensuring that business activities run effectively and efficiently is crucial. Employees are encouraged to explore new ideas in response to consumer needs (Volery & Tarabashkina, 2021). The effectiveness of directive leadership can be positively felt by the business organization through the accuracy of work processes (Garretsen et al., 2022). Innovative work behavior receives direct support from the leaders through supervision and internal empowerment. Work planning should receive guidance and accommodation from the leaders according to the employees' needs. A comfortable working environment has a significant impact on innovative work behavior, the provision of facilities, and maintaining good relationships with leaders (Schuh et al., 2018). The role of business innovation determines the quality and quantity of business in responding to market opportunities. This leadership style appears rigid and inflexible, as it adheres to the company's established regulatory guidelines. Employees are given clear roles and functions according to the leader's provisions.

Directive leadership practices emphasize work processes based on business goals and targets. Employees are encouraged to develop new ideas as part of enhancing the company's business quality. Directive leadership has a high ability to drive the wheels of innovative work behavior. The work process has a dramatic impact on the quality of the business. The innovation of new products, in terms of features, components, and packaging, greatly determines the company's business success. The results of this study prove that the focus on the company's business targets is determined by directive leadership and innovative work behavior. This directive leadership has a high level of rigidity in the business process, as reflected in the results of employee work activities. To minimize errors, employees must be able to innovate in their work processes, formulate new ideas, and respond to market needs. Health devices are in high demand among consumers, so innovation significantly determines a company's level of success.

The success of business targets is determined by the organizational commitment to achieving those targets. The research results indicate that directive leadership has a positive impact on continuance commitment. This is supported by several previous studies that demonstrate a positive influence of directive leadership on continuance commitment (Banjarnahor et al., 2018; Golabdost & Rezaei, 2016; Mutmainnah et al., 2022). Directive leadership can increase continuance commitment by 70.6%. The high quality of products or services depends on the employees' commitment to carry on the business relay. The study result showed that competence did not directly affect organizational commitment. Leaders must be willing to listen to employees' voices and fulfill job satisfaction. Continuance commitment can be cultivated through firm leadership based on rewards and punishments (Almutairi, 2020; Mousa & Puhakka,

2019). Business organizations can operate effectively. However, this leadership style needs more flexibility and tends to be flexible. Both variables suggest that leadership plays a crucial role in ensuring the success of organizational commitment to long-term business sustainability. Business sustainability is strengthened when employees demonstrate a high level of continuance commitment.

The level of commitment employees have is determined by the sustainability of a company's business. Employees are highly committed to continuing the work process directed by the leader. Leaders foster continuance commitment as part of the work process. The medical device business is responsible for the quality of the products provided to consumers. Every employee's production activity is required to maintain the sustainability of product quality and ensure that all operations adhere to the company's business standards. The effectiveness of the business process can be ensured by increasing continuance commitment through the implementation of directive leadership with high consistency. So, directive leadership can positively influence continuance commitment in every business operation.

The research results show that continuance commitment can increase innovative work behavior by 55.8%. Several studies have shown that organizational commitment through continuance commitment positively affects innovative work behavior (Mutmainnah et al., 2022; Nguyen & McGuirk, 2022). Innovative work behavior is still influenced by factors such as the work environment, organizational conduciveness, and flexibility (Phuong et al., 2021; Shanker et al., 2017). Innovation is a vital component in maintaining business quality and ensuring customer satisfaction. Ideas and creativity can be generated through continuous commitment, which is understood by employees. All organizational components have a shared understanding of the importance of innovative work behavior.

Consistency of innovative work behaviour requires high consistency. Understanding the job's duties encourages employees to learn at high speed. All innovations produced by employees have a positive impact on product features and development. The relationship between continuance commitment always has positive implications for innovative work behaviour. The market always demands high responsiveness to business innovation. As business entities, companies are obliged to provide new and adaptive learning processes to current consumer demands. Formulating new ideas becomes easier and faster due to increased continuance commitment, which is positively correlated with employee work behaviour. The result is innovation and creativity to meet market needs.

The indirect effect shows that directive leadership can increase innovative work behavior by 39.4% when mediated by continuance commitment. Several studies support

the existence of an indirect effect on innovative work behavior through leadership style and organizational commitment (with different mediating variables) (Mutmainnah et al., 2022; Nangoy et al., 2019; Uppathampracha & Liu, 2022). Conceptually, this research demonstrates that innovative work behavior can be influenced both directly and indirectly, depending on the research context. Directive leadership can be a key success factor in implementing innovative work behavior through continuance commitment. All business activities should be focused on advancing the organization for long-term achievement (Matzembacher & Meira, 2019; Stankevičiute et al., 2020). Employees should be given the impression that organizational progress is achieved through continued commitment. Work behavior is directed towards delivering the best contributions to business targets. Opportunities and challenges are met with innovative business ideas that align with consumer demands.

This result provides clarity that every leadership role will grow a new work process through a commitment to organizational achievement. Long-term business sustainability requires new work behavior based on innovation. Business quality greatly determines long-term sustainability. Directive leadership can positively influence innovative work behavior through continuance commitment, exerting an indirect effect. Employees' commitment to sustainability ensures quality work activities. Production and operational processes cannot only be carried out within certain time limits. However, the challenge ahead is to maintain consistency in every business process, and leadership plays a crucial role in ensuring effectiveness in all work activities. So, directive leadership, continuance commitment, and innovative work behavior unite to consistently measure business continuity.

Directive leadership can significantly enhance the quality of work. Work innovation must be balanced with high employee commitment. Leaders supervise every business process carried out by employees. The company must convert its costs into high profitability and ensure business continuity in the future. High confidence in applying innovative work behavior can provide different nuances and situations for employees. Directive leadership must regularly update every work procedure and respond to new ideas from employees. Thus, it can be inferred from this research model that both direct and indirect influences have a significant impact on innovative work behavior. The role of directive leadership is only one part of the leadership style applied within the company, with a focus on the quality of business processes and achieving targets. Continuance commitment is a key component to be developed in employees' perceptions of the sustainability of the company's business.

CONCLUSIONS

The findings of this research demonstrate that the model established between directive leadership and continuance commitment has a positive contribution to innovative work behavior. This research model emphasizes that business processes should be grounded in new ideas and concepts (Liu & Shao, 2022). Innovative work behavior should be implemented across all business activities (Agina et al., 2025). Employees should share the same attitude and mindset that business sustainability should be built on continuous commitment. Directive leadership plays a crucial role within the organization through guidance, effective communication, and high consistency in work processes. High-quality products or services can create new aspirations for employees. Articulating expectations can be enhanced with a comprehensive understanding shared among all.

The successful implementation of innovative work behavior across all business aspects can positively impact the quality of products or services provided to consumers (Phil-Thingvad & Klausen, 2020). Organizations should maintain a database of new business ideas and concepts that align with the ever-changing market and consumer demands, accompanied by high uncertainty (Fernández-Villaverde & Guerrón-Quintana, 2020). Therefore, organizations need to respond promptly to business opportunities with agility. Effective leaders must keenly perceive their employees' needs and expectations. The smooth functioning of the business relies on the leader's ability to adequately meet the employees' needs. Regulations and rules are established to delineate roles and responsibilities in the workplace. Directive leadership ensures consistent adherence to these rules and responsibilities among all employees (Sanchez-Manzanares et al., 2020).

The research model tested in the production of medical equipment companies demonstrates that innovative work behavior can be achieved through leadership and organizational commitment. Directive leadership and continuance commitment serve as driving forces in generating innovation-based work behavior. The products or services offered to consumers must have the latest options. Design concepts, features, services, and offerings should meet consumer expectations. Business success can be measured by its ability to respond to consumer challenges. The study conducted by Mutmainnah (2022) can be applied to different organizational contexts. Conceptually, this research differs in terms of contextual aspects and business processes. Innovative work behavior is essential for achieving organizational goals. Businesses with an innovation-oriented approach have long-term sustainability in the face of intense competition and complexity.

The research concludes that there is a direct and indirect influence on innovative work behavior. Directive leadership and continuance commitment have a positive impact on innovative work behavior. Moreover, the indirect effect, mediated by continuance commitment, these two variables also positively affect IWB. This means that directive leadership has both direct and indirect effects on innovative work behavior. Business organizations must have a high sensitivity to implement innovative work behavior. Supporting components of the work process should be a primary concern. Employees can demonstrate this behavior through organizational commitment, including affective, continuance, and normative commitment. Continuance commitment is especially crucial in the execution of innovative work behavior. This type of commitment emphasizes the sustainability of business outcomes resulting from the implementation of IWB.

The research provides recommendations for developing the model by incorporating additional variables, such as knowledge sharing, transformational leadership, and job embeddedness. These variables can be added to the context of the research problem as needed. Industries in technology and e-commerce are suggested as potential subjects for further research. Similar research models can strengthen previous findings and recommendations based on the available information. Issues and topics related to innovation will continue to concern business sustainability. Therefore, leadership and organizational factors are integral to fostering new work behaviors that promote creativity and innovation.

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