INVESTIGATING THE EFFECT OF LEADER HUMILITY ON INNOVATIVE WORK BEHAVIOR: THE ROLE OF CIVILITY CLIMATE AND JOB INSECURITY

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Abstract

Humility is a leadership model inherent in Asian culture and is believed to impact employees' productive behavior and attitudes positively. By examining how leader humility affects the workplace's civility climate and innovative work behavior (IWB), the current study seeks to address the scarcity of studies on these relationships. We also posited that the perceived civility climate mediated the relationship between leader humility and IWB and examined the role of job insecurity as a boundary condition. PLS-SEM was applied to test hypotheses from data on 328 employees in various sectors in Jakarta. The analysis results indicate humility could promote perceived civility and innovative work behavior. In addition, we discovered that civility climate acted as a mediator in leader humility and IWB relationship. Moreover, we empirically reveal unique findings regarding the role of job insecurity as a moderator in the leader-humility-IWB and civility climate-IWB relationship. The present study is the first attempt to explore the role of intermediate civility climate in the relationship between leader humility and IWB. Moreover, we add job insecurity as a boundary condition to provide new insights into explaining IWB.

Keywords: Leader Humility; Civility Climate; Innovative Work Behavior; Job Insecurity

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INTRODUCTION

Intense competition and rapid technological developments make all companies strive to continue to innovate to maintain the company's competitiveness and sustainability. At the organizational level, innovation has been trusted to increase effectiveness (Ali et al., 2020), competitiveness, and overall company performance. However, innovative human resources have a crucial role in benefiting the company's innovation. Researchers and academics in various countries have tried to identify the driving factors for innovative employees, ranging from culture (Alassaf et al., 2020; Fuad et al., 2022) to leadership (Akbari et al., 2020; Arici & Uysal, 2022; do Adro & Leitão, 2020), and other individuals such as personality (Javed et al., 2020). Understanding how to change innovative employee behavior (IWB) is essential (Arici & Uysal, 2022); thus, it is essential for practitioners and academics to investigate various potential factors that can promote innovative behavior from various perspectives, including leadership.

Leadership is an essential factor in shaping employee behavior. Regarding innovative work behavior, researchers have tried to identify types of effective leadership, including servant and transformational model (Khan et al., 2021, 2022; Knezovic & Drkić, 2020; Stanescu et al., 2021), entrepreneurial, and humble leadership (Achmadi et al., 2022; Akbari et al., 2020; Al Wali et al., 2022; Ali et al., 2020; Ye et al., 2020). Compared to leadership types, humble leader or leader humility is a relatively new concept that has received more attention recently (Achmadi et al., 2022). However, regardless of their popularity, the effectiveness of humble leaders is often debated (Bai et al., 2020; Pfeffer, 2015); and previous studies have also shown unexpected results from leader humility, like a rise in antisocial behavior, especially in the Asian context.

In Asian culture, which is generally patriarchal (Hofstede et al., 2005), some employees might prefer fair, open, and humble managers, while others might prefer managers with high competence, power, and dominance. In this regard, the main barrier to humility's effectiveness is that people might mistake it for incompetence and a lack of authority when subordinates anticipate leaders to be forceful, assertive, and in a position of dominance (Hu et al., 2018; Zhong et al., 2020). Therefore, more investigation is required to determine how leader humility affects employee attitudes and behavior, mainly how it affects IWB, which is the focus of this present study.

To investigate how a humble leader enhances employees' IWB, we propose a civility climate as intermediates of these links based on social exchange theory (SET). Leader humility has previously been shown to positively affect innovative behavior (Al Wali et al., 2022; Ali et al., 2020), either directly or indirectly, however, several gaps still need to be covered in this study. First, previous researchers used psychological empowerment (Ali et al., 2020) and core self-evaluation (Zhou & Wu, 2018) to mediate humble leaders to IWB. We complement the existing studies by placing a civility climate that has never been explored regarding leader humility and IWB. In addition, we uncover the effects of civility climate on IWB, which have yet to be explored. Hence, the present study represents one of the first attempts to examine how the perceived civility climate encourages employees' innovative behavior. Hence, this study investigates the relatively unexplored area of contextual factors, such as civility climate as an IWB antecedent, and also attempts to investigate its roles as an intermediate of leader humility and IWB relationship.

Second, previous research on the association between leaders' humility and IWB mostly neglected contextual factors. For example, Ye et al. (2020) examine task

dependence and competitive climate as moderators to explain IWB. Instead, our study proposes job insecurity as a moderator based on situational considerations and the trend of increasing job insecurity during and post-pandemic due to the slow recovery of company business operations in almost all countries. Furthermore, our study aims to reclarify the role of job insecurity which is often debated in the academic literature. For example, some authors believe that high job insecurity can increase creative behavior (e.g., Montani et al., 2021); thus, job insecurity remains needed to increase the intrinsic motivation. Instead, researchers have consistently found the effect of job insecurity on employees' negative behavior, including absenteeism and turnover intention (Alyahya et al., 2022; Elshaer & Azazz, 2022; Karatepe et al., 2020; Van

Hootegem et al., 2019). Hence, we add contextual factors (e.g., job insecurity) to provide new insights into explaining IWB.

In summary, the current study makes two theoretical contributions to the literature on leader humility and IWB. First, we developed a relationship between leader humility, civility climate, and IWB; this proposed model had never been tested before. As a result, we invite debate and new insights on how civility climate and IWB are related to leader humility. Second, we examine how job insecurity functions as a boundary condition in the proposed model (see Figure 1). In line with the increasing job insecurity among workers due to the pandemic, our study provides different perspectives by integrating these sources of stress can affect IWB.
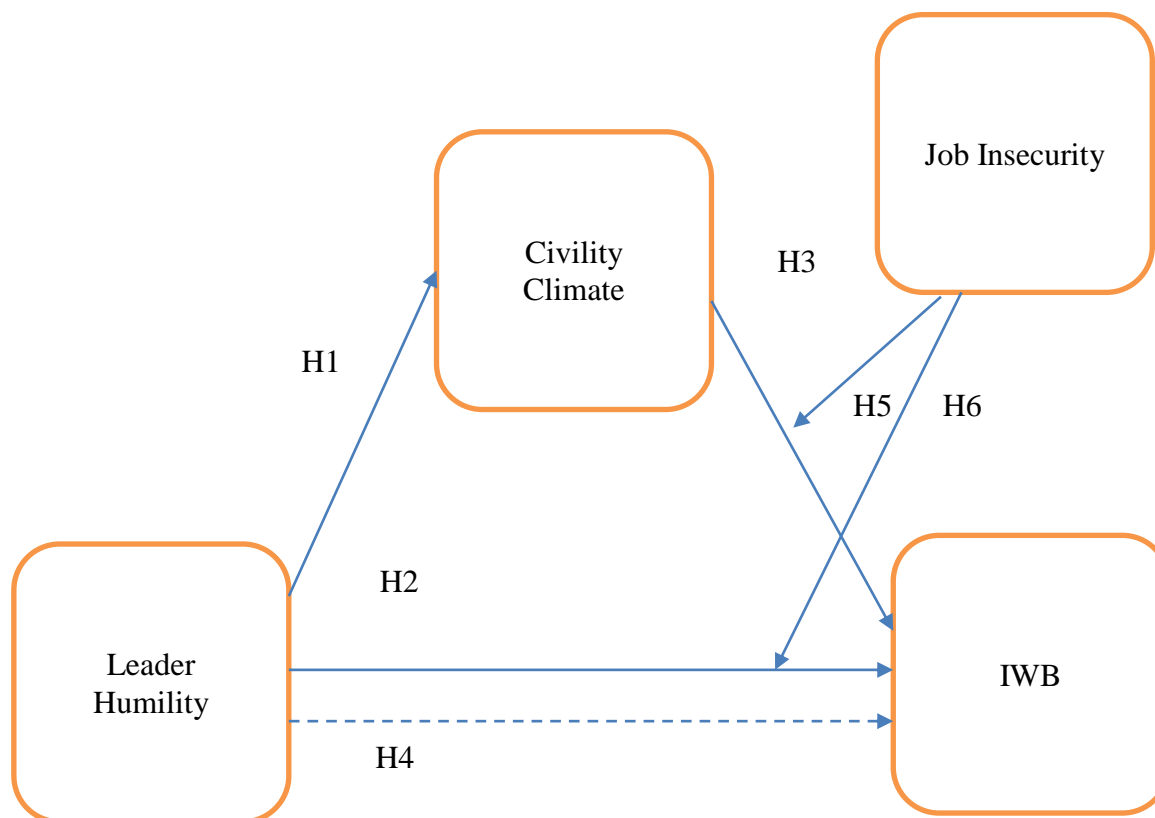

Figure 1. Hypothesized model

LITERATURE REVIEW

Most studies have used social exchange theory (SET, Blau, 1964) to explain the effect of leadership on creativity and innovation (Lee et al., 2020), including leader humility (Abbas & Wu, 2021; Achmadi et al., 2022; Carnevale et al., 2019). SET posits that social relations and interactions between members within the organization become a starting point for explaining how the exchange process occurs. In general, the exchange process is based on an evaluation of cost vs. benefit analysis, which allows the two parties involved to assess the transaction. However, the cost-benefit evaluation is based on economic considerations and the quality of interaction and social relations between parties. Using the SET assumption, it makes sense that the humble behavior of leaders can promote individual (e.g., IWB) and group (civility climate) behavior based on the following explanation: First, a humble leaders tend to admit their weaknesses so they are more open to new ideas or paradigms, open oneself to criticism, opposite feedback, and collaboration in decision making (Argandona, 2015; Nielsen & Marrone, 2018; Rego et al., 2017). These characteristics can contribute to promoting a work environment that is more open to new ideas, dialogue and debate so that it becomes a driver of creativity and innovation. Second, another characteristic of humble leaders is their propensity to value their subordinates' contributions, which is the key to the ensuing interaction process. According to the reciprocal interaction assumption, employees would anticipate positive feedback from the company if they felt that the organization valued their particular behaviors. In this sense, employees will respond with innovative behavior when given signals for open communication, experimentation, and the development of new ideas or when they sense fairness and rewards. Hence, according to SET's argument, the strength of employees' innovative behavior depends heavily on how leaders have responded to that behavior in the past and how leaders open themselves to encouraging employees to behave innovatively in the present.

Leader Humility and Civility

Leader humility is a virtue-based leadership model widely researched for an effective leader (Achmadi et al., 2022). In simple terms, leader humility is defined as a leader who has the characteristics of nurturing, providing support, working examples, acknowledging subordinates' contributions, and being willing to admit their weaknesses. This concept was popularized by Owens and Hekman and later gained recognition from various studies. The current studies have documented that leader humility is essential in individuals' and groups' behaviors, including individual and team creativity (Cheung et al., 2020; Ye et al., 2020), individual and group innovation (Al Wali et al., 2022; Ali et al., 2020; Leblanc et al., 2022), citizenship, and well-being (Tuan et al., 2021; Zhong et al., 2020). More recently, Achmadi et al. (2022) proved that a humble leader could improve the climate of civility and be a driver of constructive employee voice.

Civility climate is an employee's attitudes and perceptions regarding applying politeness norms in the company. Using the SET assumption, the exchange quality between organizations/leaders and employees becomes a source of reciprocal behavior. In other words, the humble behavior shown by the leader will be seen as a role model, and consequently, individuals and groups will behave similarly. Moreover, humble leaders can promote a civility climate because both are essential organizational virtues (Achmadi et al., 2022), so they are closely related. Civility climate and humility in leaders reflect politeness norms and fundamentals of moral actions (Owens & Hekman, 2012). Using the rule in the exchange process is "reciprocity," when the leader treats subordinates with respect, the

subordinates will have an obligation to reciprocate the respect. Thus, employees have obligations and commitments to cooperate and respect each other in daily work activities with other colleagues, which can create an organizational climate. Based on this "reciprocity" postulate, it makes sense that humble behavior in leadership will encourage environmental change in general (e.g., civility climate). In the same vein, two researchers found a humble leader effect on individual and team humility (Ye et al., 2020; Zhong et al., 2020). Except for Achmadi et al. (2022) study, in the context of climate, several researchers have proven the role of leader humility. For example, leader humility relates to social climate (Sawada et al., 2021). Furthermore, although not specific to leader humility, Bunce (2021) found that leadership is essential in developing a civility climate. Thus, we assume humble leaders who honestly acknowledge employees' strengths can encourage respect. Thus, in line with Achmadi et al. (2022), we hypothesize:

H1. The leader's humility will increase the employees' perceived civility climate.

Leader Humility and Innovative Work Behavior

IWB is the degree to which employees implement various ideas in their work through processes and outputs (Li et al., 2019). This behavior can only be carried out if the company gives its subordinates the freedom to be creative. A humble leader who provides broad opportunities for employees to propose and implement ideas can effectively predict innovative behavior. In addition, innovative behavior will only grow if the company gives freedom and has a high tolerance for the risk of failure (Zhou & Wu, 2018). Previous research has established a connection between IWB and leader humility (Abdalla et al., 2021; Al Wali et al., 2022; Zhou & Wu, 2018). Al Wali et al. (2022), taking a sample of hospital

employees in Iraq, found that a humble leader is a significant predictor of IWB. Similar findings were made by Ali et al. (2020), who discovered that humble leadership increases IWB in Pakistani workers. Moreover, Zhou et al. (2018) found that the inherent nature of humble leadership has an essential role in encouraging employees' innovative behavior in China. In short, a humble leader's supportive behavior encourages employees to increase creative and innovative opportunities. Thus, our hypothesis is proposed:

H2. Leader humility is positively related to IWB.

In line with the humble leader, which can encourage a more open atmosphere, a civility climate also incentivizes employees to dare to convey ideas (Achmadi et al., 2022; Praslova, 2019). We propose a civility climate that might promote IWB for two reasons: first, drawing SET framework, employee's behavior is a response to reciprocity and interaction quality (Altman & Taylor, 1973; Blau, 1964). A civility climate characterized by mutual respect within the organization can open up opportunities for employees to be more open and willing to share ideas without fear of being judged. This polite and respectful treatment can trigger a more effective two-way communication openness, where employees perceive that their new ideas are needed and valued for the organization's future progress. Secondly, IWB, a personal driver of motivational behavior (Akram et al., 2020), is closely related to individual perceptions of the environment, including perceived justice. Perceived civility climate as a psychological source, which can stimulate a series of intrinsic motivations. In other words, good relations and cooperation in a climate of civility can be the key to increasing opportunities for employees to provide extra performance to the organization, in this case, IWB. In this perspective, numerous study (i.e., Matthews et al., 2022; Samma et al., 2020)

have found that incivility (as opposed to civility) has a detrimental effect on creativity and innovation. Since incivility is negatively related to innovative employee behavior, then using the same argument, we can propose that the civility climate will play the opposite role. Thus, our hypothesis:

H3. Civility climate is positively related to IWB.

Building upon the SET framework and the above theoretical exposition concerning H1 and H3, we anticipate that leader humility will influence IWB via a civility climate. Previously, civility climate has also been proven to play an intermediate role in forming positive employee behavior. For example, civility climate has been proven mediates the relationship between servant leadership to well-being and mental health (der Kinderen et al., 2020), as well as the relationship between leader humility and employee voice ((Achmadi et al., 2022). In this process, the civility climate serves as a unique psychological mechanism that mediates the effect of a leader's humility on IWB. Therefore, we hypothesize the following:

H4. Civility climate mediates the relationship between leader humility and IWB

Moderating Effect of Job Insecurity

The novel coronavirus disease pandemic has far-reaching impacts on economies and business operations worldwide. Limited business operations have caused many business sectors to reduce employees, which triggers high job insecurity. The term job insecurity was first introduced by Greenhalgh and Rosenblatt (Sverke et al., 2019), which means the perceived powerlessness to maintain desired continuity in a threatened job situation. Job insecurity subsequently began to attract the attention of researchers because of its unique effects on employee attitudes and behavior, including turnover

intention (Alyahya et al., 2022; Elshaer & Azazz, 2022) and reduced innovative behavior (Montani et al., 2021; Van Hootegem et al., 2019). Moreover, in certain situations, job insecurity is proven to positively affect the formation of creative ideas (Niesen et al., 2018; Probst et al., 2019; Van Hootegem et al., 2019). Thus, in some cases, job insecurity becomes a driver of employee creativity. Currently, job insecurity caused by the COVID-19 pandemic is a source of stressors that can reduce employee engagement, including absenteeism, tardiness, and intention to leave the organization (Jung et al., 2021; Karatepe et al., 2020).

In contrast to previous studies that place job insecurity as an antecedent, we propose job insecurity as a contingency factor that moderates the relationship between leader humility, civility climate, and IWB for two reasons. First, job insecurity directly correlates with IWB (Montani et al., 2021; Probst et al., 2019). In other words, individuals who feel insecure about their future jobs tend to reduce their involvement in the company and shy away. Second, because employees reduce their efforts and tend to withdraw from work, they will also be less concerned about their future performance, including contributing more to the company. Thus, even though they are subjectively empowered by leaders in various activities, neither idea generation nor idea implementation, which requires sustained efforts, will not run optimally. This situation is not surprising because high job insecurity raises adverse emotional reactions. Hence, employees tend to look for alternative jobs rather than giving new ideas to companies that are considered no longer in need of them. Furthermore, based on these two arguments, we propose two hypotheses:

H5. Job insecurity moderates the relationship between leader humility and IWB.

H6. Job insecurity moderates the relationship between civility climate and IWB.

RESEARCH METHODS

Participants and Procedure

The current study extends the previous study regarding leader humility (see Achmadi et al., 2022 for review). Two groups of students (undergraduate and master's student employees) from two universities in Jakarta were asked to be willing to collaborate voluntarily. Respondents were recruited through convenience sampling, whereby the authors approached working students to participate in the data collection process voluntarily. Furthermore, collaborators willing to participate in this study helped distribute the online questionnaire to their professional and social network. Data were gathered in two stages to reduce common method bias: first, participants were asked to report their biographical details as well as their opinions on the humility and civility in this phase. After four weeks, the second phase was conducted, and participants were asked about IWB and job insecurity.

A total of 328 complete questionnaires were received as final data; the response rate was 77% from the 426 respondents who were invited from the previous study (See Achmadi et al., 2022 for review). As shown in Table 1, 34.47% of respondents who worked in the manufacturing sector, 28.31% came from the retail/trade sector, 15.53% banking and financial services, 18.95% from the education sector, and 2.74% of respondents were not willing to answer. Fifty-three point forty-two percent of respondents were male with an average age of 29 years. A total of 52.05 percent of respondents were undergraduate students, and the rest were master's students, the majority had worked over five years (39.73%) in their company.

Measures

All scale was adapted from previous studies in order to guarantee the instrument's validity and reliability. We measure leader humility using a 9-item scale (Walsh et al., 2012). In Asian authors, this scale is widely employed (i.e., Achmadi et al., 2022; Qiuyun et al., 2020; Wang et al., 2019). For example items: " My Supervisor actively seeks feedback from their subordinates..," and "My supervisor admits their various weaknesses related to work". Next, we adopted Walsh et al. (2012) to measure the civility climate. This scale consists of 5 items which have been previously retested by Achmadi et al. (2022) has good internal consistency (Alpha 0.91). A sample item is "I have sufficient ability to complete my task."

We measure job insecurity using a 4-item scale from De Witte (2000), which Vander Elst et al. (2014) revalidated. Sample items are "Chances are, I will soon lose my job," and "I feel insecure about the future of my job". The respondents are asked to rate their level of agreement with the suggested item on a 5-point Likert scale. Higher scores reflect a perception of greater job insecurity by employees.

IWB is measured using a eight-item scale by De Jong and Den Hartog (2010). Sample items included, " You actively participate in the creation of new products or services" and "You offer suggestions to enhance the current goods or services" (De Jong & Den Hartog, 2010). Respondents were asked to give a rating on a five-point scale frequency: 1= never to 5= very often. This scale uses a self-assessment approach that researchers in Asia have previously used (Susomrith & Amankwaa, 2019).

Common Method Variance Evaluation

Because the data comes from a single source, namely from employees as respondents, the analysis results may have a common method variance (CMV) (Podsakoff et al., 2012). We made several attempts to minimize bias: first, we used a time-lag data collection method to reduce the possibility of respondents associating one construct with another. Second, the respondents in this study are anonymous so that respondents can freely and objectively assess without worrying about being seen by other parties. Third, we implemented

collinearity tests with PLS-SEM (Kock et al., 2021) to detect CMV. The four stages of analysis' findings in Table 2 show that the variance inflation factor for all items is less than 3.3, proving that CMV is not a severe threat to the data used in this study (Kock et al., 2021).

RESULT AND DISCUSSION

Descriptive Statistics and Outer Model Evaluation

To report the findings of the PLS-SEM analysis, we adhered to the recommenda-tions made by Hair et al. (2019). First, the loadings indicator is evaluated to test the reliability of the items. As shown in Table 2 and Figure 2, except LH9, all loadings are above the cut-off value (0.708), as Hair et al. (2019) recommended. The indicator loading of LH9 is 0.638 (less than the cut-off value), but we still maintain this indicator by considering internal consis-tency and reliability evaluation. Further-more, the evaluation of internal consisten-cy is assessed through construct reliability (CR), where the range of 0.70 - 0.90 is considered to have met the eligibility standard. Table 3 demonstrates that CR values ranged from 0.88 to 0.93 (higher than 0.50). Moreover, Cronbach's alpha for all constructs > 0.70 indicates that the items formed in the measurement model already have adequate internal consistency (Hair et al., 2019).

The third stage evaluates convergent validity based on the average variance extracted (AVE) value. According to Hair et al. (2019), convergent validity can meet eligibility if the AVE is 0.50 or higher. All AVEs values (see Table 3) are above the threshold of 0.50; thus, all items used in the study have met the convergence of forming the latent variable.

The fourth stage of the measurement model evaluation is the discriminant validity, shown in Table 3. A comparison between the AVE square root value and the correlation between latent variables forms the basis of the criteria used to evaluate the discriminant. The results show that all square correlation coefficients between variables were less than the square root AVE, demonstrating that discriminant validity is acceptable (Hair et al., 2019). Moreover, as shown in Table 3, there are no HTMT values that exceed the threshold value of 0.90; hence, discriminant validity in this model has been satisfied (Henseler et al., 2015).

Finally, we evaluate correlations and descriptions of the data. In general, the average score of respondents' perceptions is above the average score (above the median value of 2.5). In leader humility, the mean is 3.219, civility climate is 2.957, IWB is 3.341, and job insecurity is 3.068. The correlation between latent variables was identified as positive for leader humility to civility climate ($r = 0.501$, $p < .01$) and IWB ($r = 0.460$, $p < .01$). Meanwhile, negative correlations were obtained for job insecurity and civility climate ($r = -0.62$, $p < .05$) and IWB and job insecurity ($r = -0.423$, $p < .01$).

Inner Model Evaluation and Hypotheses Testing

The first stage in evaluating the inner model is an assessment of the R square and Q square to assess the general feasibility of the model. Based on the guidelines of Hair et al. (2019), R square is used to measure the variance and explanatory power of the exogenous variables in the endogenous. The value of the R square obtained from the analysis is 0.251 for civility climate model and 0.427 for the IWB model. The value of R square is generally categorized as weak for civility climate and moderate for IWB. Furthermore, the Q square is used to assess the accuracy of the prediction model. The value of Q square obtained is 0.190 for civility climate model and 0.330 for the IWB model; both were in the moderate category (> 0.15) (Hair et al., 2019).

Finally, f square or effect size is used to measure the strength of the path

coefficient. Based on guidelines (Hair et al., 2019), it can be stated that the effect size generated for the leader model humility to civility climate is 0.335 (medium category), leader humility to IWB is 0.044 (low category), and civility climate to IWB is 0.230 (medium). In practice, the effect size can be used as a consideration for researchers to eliminate paths of analysis that are considered non-substantial (Hair et al., 2019). However, this study found that all pathways tested were in the moderate category.

Table 4 and Figure 3 presents the analysis findings and summarizes all the hypotheses. First, it is found that leader humility positively predicts civility climate (β= 0.501, p-value < 0.01) and IWB (β=0.290 p-value < 0.01). Similarly, civility climate also positively predicts IWB (β=0.355, p-value < 0.01). Thus, H1-H3 was supported. H4 and H5 predicted that job insecurity would moderate the relationship between leader humility and IWB (Mod1) and the relationship between civility and IWB (Mod2). Analysis results in Table 4 showed that the interaction variable on Mod1 (job insecurity x leader humility) has been positive and significant (β= 0.280, p-value < 0.01), indicating job insecurity has been proved as moderating leader humility's relationship with IWB. Similarly, interaction variable 2 (job insecurity x civility climate) also proved significant but negative tone (β=-0.321, p-value < 0.01). Therefore, H4 and H5 were successfully proven. Finally, the indirect effect of leader humility on IWB via perceived civility climate is significant (β= 0.178, p-value < 0.01); support H6.

Table 1. Respondents' Characteristics in This Study

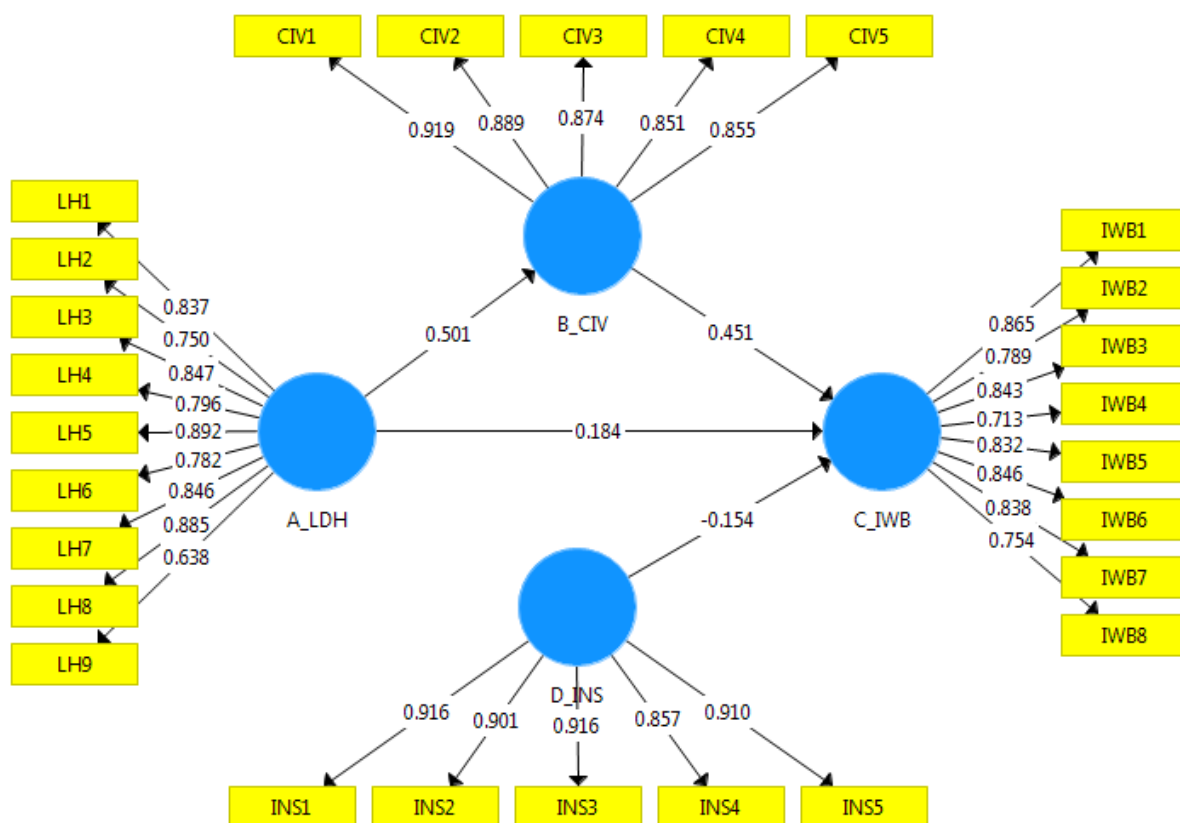|	Frequency	Percent
Gender		
Male	175	53.42
Female	153	46.58
Student Status		
Bachelor Degree	157	47.95
Master Degree	171	52.05
Tenure		
< 2 ys	91	27.63
2 to 5 ys	107	32.65
> 5 ys	130	39.73
Sector		
Education	62	18.95
Retail	93	28.31
Manufacturing	113	34.47
Finance/Banking	51	15.53
No answer	9	2.74

Figure 2. SmartPLS 3 Result for Measurement Model

Table 2. Outer Model Evaluation (Validity and Reliability)

	Loading	Mean	SE	VIF
Leader Humility (LH)				
LH1	0.837	3.610	1.081	2.480
LH2	0.750	3.700	1.138	2.010
LH3	0.847	3.610	1.085	2.390
LH4	0.796	3.690	1.224	2.300
LH5	0.892	3.720	1.183	2.640
LH6	0.782	3.430	0.973	1.680
LH7	0.846	3.370	0.999	1.820
LH8	0.885	3.660	1.102	2.300
LH9	0.638	3.690	1.049	1.290
Civility Climate (CIV)				
CIV1	0.919	2.910	0.990	2.620
CIV2	0.889	2.920	1.010	2.750
CIV3	0.874	3.000	0.940	2.510
CIV4	0.851	2.970	1.020	2.310
CIV5	0.855	2.980	1.000	2.440

Table 2. Continue

	Loading	Mean	SE	VIF
Job Insecurity (INS)				
INS1	0.916	2.893	1.265	2.235
INS2	0.901	2.871	1.294	3.139
INS3	0.916	2.882	1.299	2.041
INS4	0.857	2.775	1.279	2.738
INS5	0.910	2.916	1.289	2.816
Innovative work behavior (IWB)				
IWB1	0.865	3.567	1.010	3.044
IWB2	0.789	3.534	0.995	2.049
IWB3	0.843	3.669	1.004	2.769
IWB4	0.713	3.545	1.044	1.729
IWB5	0.832	3.669	1.037	2.669
IWB6	0.846	4.000	1.071	2.934
IWB7	0.838	3.792	1.037	2.632
IWB8	0.754	3.551	0.960	1.965

Table 3. Discriminant validity assessment

No	Construct	Mean	CA	CR	AVE	1	2	3	4
1	LDH	3.219	0.872	0.912	0.654	*0.812*			
2	CIV	2.957	0.923	0.841	0.756	0.501	*0.878*		
3	IWB	3.341	0.832	0.865	0.679	0.460	0.614	*0.812*	
4	INS	3.068	0.781	0.852	0.819	-0.325	-0.462	-0.423	*0.900*
HTMT results									
1	LDH								
2	CIV	0.528							
3	IWB	0.484	0.659						
4	INS	0.337	0.488	0.449					

Note: Square root AVE (diagonal bold italic); LDH is leader humility, CIV is civility climate, IWB is innovative work behavior, INS is job insecurity

Table 4. Hypothesis Testing Results

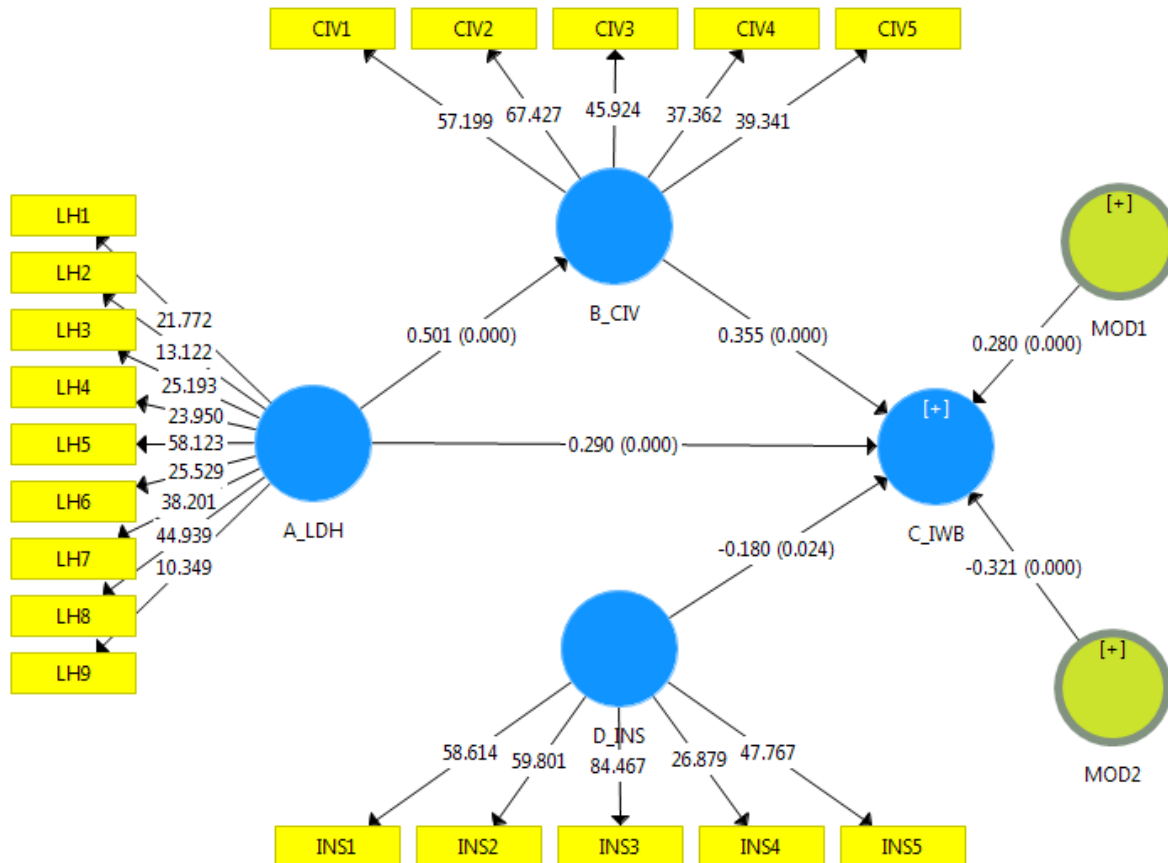|		Path Coefficient	Standard Deviation	T Statistics	P Values	f Square
H1	LDH -> CIV	0.501	0.058	8.640	0.000	0.335
H2	LDH ->IWB	0.290	0.071	4.064	0.000	0.044
H3	CIV-> IWB	0.355	0.063	5.672	0.000	0.230
H4	Mod1 (INS x LDH)	0.280	0.070	4.015	0.000	
H5	Mod2 (INS x CIV)	-0.321	0.072	4.428	0.000	
H6	LDH -> EMP -> IWB	0.178	0.038	4.645	0.000	
R Square	CIV	0.251				
	IWB	0.427				
Q^2	CIV	0.190				
	IWB	0.330				

Figure 3. Smart PLS 3 result for structural model

Discussion

This study aims to develop a relationship model between leader humility, civility climate, and IWB. Moreover, job insecurity is examined as a moderator on the two proposed relationship paths. Using PLS-SEM with a moderating approach, all hypotheses has been supported. First, the findings show that the leader's humility significantly influenced the atmosphere of civility; this implies that a leader's humility is critical in how organizations develop a culture of civility. Thus, we adds to the leader's humility literature and responds to calls for replicating and exploring the impact of humility by leader on group behavior (Achmadi et al., 2022). In addition, we reinforce the results regarding similar findings linking leader behavior to group climate. For example, Bunce (2021) has confirmed that transformational leadership is essential in developing a

civility climate. Specific to leader humility, the results also support the SET assumption, which explains that transactions between leaders and subordinates can build a climate of civility in the workplace.

Second, the present study replicates and extent of previous studies regarding the relationship of leader humility to IWB (Al Wali et al., 2022; Ali et al., 2020; Zhou & Wu, 2018). In particular, our study highlights the significance of the intermediate civility climate in the connection between leader humility and IWB; this model has never been explored. Integrating a civility climate in the proposed model is the first empirical evidence that can contribute valuable knowledge to the literature on leader humility and IWB simultaneously. It can be stated that the humble behavior shown by the leadership can trigger an increase in the civility climate, which in turn encourages staff

members to express original thoughts and suggestions (Achmadi et al., 2022). Moreover, a civility climate has been confirmed to affect IWB positively. These results provide an initial empirical study on relatively unexplored areas of contextual factors, such as civility climate as an IWB antecedent, and also attempt to investigate its roles as an intermediate of a leader's humility and IWB relationship. This finding shows that a civility climate characterized by mutual respect within the organization can open up opportunities for employees to be more open and willing to share ideas. Hence, we reinforces previous findings where civility climate was proven to positively affect employee voice (Achmadi et al., 2022) and, in the same vein, has a beneficial effect as a driver of IWB.

Third, our findings have succeeded in clarifying the role of job insecurity role as a moderator in the proposed model. We found two different situations regarding the role of job insecurity which has a positive direction for leader humility but negative for its interaction with civility climate. In the first situation, job insecurity plays a positive role in the relationship of leader humility to IWB, indicating that the influence of leader humility on IWB will still be strong when employees feel insecure at a high level with their work. However, in certain situations, job insecurity is proven to positively affect the formation of creative ideas (Niesen et al., 2018; Probst et al., 2019; Van Hootegem et al., 2019) so that in some cases, it becomes a driver of employee creativity. In the same vein, our findings find a unique effect on job insecurity and humble leader interaction, which produces a positive effect on IWB.

Furthermore, job insecurity plays a different role in the relationship between civility climate and IWB. In this model, the interaction of job insecurity and civility climate gives a negative direction. The influence of a civility climate on IWB will decrease when employees have high job insecurity. Similarly, the COVID-19 pandemic-related job insecurity is a source of stressors that can lower employee engagement, leading to absenteeism, tardiness, and intention to leave the company (Jung et al., 2021; Karatepe et al., 2020). Hence, our study offers a comprehensive insight into the role of job insecurity and thus makes a unique contribution to the IWB literature.

Our research provides several important points to managers and policymakers in the HR field. First, a humble leader is essential in encouraging the creation of a civility climate and IWB of employees. Thus, the company needs to encourage more humble leadership behavior in dealing with employees through tiered training at the supervisor and manager levels. These actions can help create a supportive and cooperative environment that fosters a civility climate and IWB via leader behavior. We also advise human resource (HR) managers to concentrate on using HR procedures to hire and train supervisors who will demonstrate leadership in humility behaviors. For example, HR managers use tests to look at leaders' humble attitudes and behaviors when choosing candidates for managerial or supervisory positions. Employees feel more committed to their work and more obligated to uphold the values of a good citizen by helping others when they receive good treatment from their leadership.

Second, civility climate has an essential role in creating IWB, so managers must thoroughly evaluate the level of civility within the company through internal surveys. Moreover, organizations can regularly engage in formal or informal team-building exercises that could foster respect and understanding among workers and foster positive interpersonal relation-ships. Additionally, managers are advised to use effective managerial interventions when uncivil employees misbehave. Managers, for instance, can give appro-priate and helpful emotional and beha-vioral guidance and quickly clarify the

causes and responsibilities through appropriate conversations.

Third, and most importantly, civility climate will effectively influence IWB if the company can control the level of insecurity. Companies must openly explain their situation and how they are committed to protecting the interests of employees. Although the Covid-19 pandemic has undeniably caused various difficulties for companies, the consideration of terminating employees must be the last option.

CONCLUSION AND RECOMMENDATION

In this study, we examine the effect of leader humility on civility climate and IWB; propose perceived civility climate mediated these relationship and examine the role of job insecurity as a boundary condition. Consistent with our hypothesis, we found that a humble leader could promote a perceived civility climate and IWB. Moreover, we found that civility climate mediates and supports the indirect effect of leader humility on IWB. Finally, as expected, job insecurity was found to moderate the link between leader humility-IWB and perceived civility climate -IWB.

Apart from the theoretical and practical contributions, this study has several limitations to be noted for future studies. First, the data collected comes from single source, and the data is analyzed at the individual level; thus has the potential to be exposed to common method bias. Although evaluating the common method variance (CMV) can be applied to ensure that the data is free from this problem, we suggest future studies collect data from various sources to minimize CMV. For example, leader humility needs to be investigated based on the leadership itself, not only from the employees. Furthermore, group-level analysis needs to be considered, especially for group-level variables such as leader humility. Second, this study is limited by samples taken using a non-random approach, so it is weak in terms of generalization. Thus, we suggest that future work expand the sample area to various sectors throughout Indonesia. Finally, this study did not consider demographic factors (e.g., gender, employment status) in studying job insecurity. Future researchers can control the demographics of the respondents to ascertain the explanatory power of the independent variables. We also suggest a longitudinal study or a combination of experimental methods to ensure causality of the relationships between variables (Chan et al., 2022; Spector, 2019).

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