

DOES TOXIC LEADERSHIP, EMPLOYEE WELFARE, JOB INSECURITY, AND WORK INCIVILITY HAVE AN IMPACT ON EMPLOYEE INNOVATIVE PERFORMANCE AT PRIVATE UNIVERSITIES IN LLDIKTI III AREA?

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Abstract: This study aims to determine the impact of toxic leadership, workplace incivility, employee welfare and job insecurity on employee innovative performance in private universities in the LLDIKTI III area. This study used causal and associative approach, where data is obtained from the results of collection using a questionnaire. The population in this study were lecturers from Private universities in the LLDIKTI III area. The sample in this study were 376 respondents. The analysis tool used is SmartPLS 3 with Structural Equation Modeling technique based on Partial Least Square. The results of this study state that Employee Welfare affects Employee Innovative Performance. Then Toxic Leadership and Employee Welfare affect Workplace Incivility, and Toxic leadership, Workplace Incivility and Employee Welfare affect Job Insecurity at private university. Leaders who have a Toxic Leadership, work incivility will not have a good impact on Employee Innovative Performance, while also reducing the innovative performance of employees. Leaders can pay more attention to welfare and insecurity to boost innovative performance.

Keywords: employee welfare, innovative performance, job insecurity, toxic leadership, workplace incivility

Abstrak: Penelitian ini bertujuan untuk mengetahui pengaruh pimpinan yang beracun, ketidaksopanan tempat kerja, kesejahteraan pegawai dan ketidakamanan pekerjaan terhadap kinerja inovasi pegawai di perguruan tinggi swasta di lingkungan LLDIKTI III. Penelitian ini menggunakan penelitian kuantitatif dengan penjelasan korelasional, dimana data diperoleh dari hasil pengumpulan dengan menggunakan kuesioner. Populasi dalam penelitian ini adalah dosen dari perguruan tinggi swasta di wilayah LLDIKTI III. Sampel dalam penelitian ini adalah 376 responden. Alat analisis yang digunakan adalah SmartPLS 3 dengan teknik Structural Equation Modeling berbasis Partial Least Square. Hasil penelitian ini menyatakan bahwa Kesejahteraan Pegawai berpengaruh terhadap Kinerja Inovatif Pegawai. Kemudian kepemimpinan beracun dan kesejahteraan berpengaruh terhadap ketidaksopanan ditempat kerja dan toxic leadership, ketidak sopanan tempat kerja dan kesejahteraan berpengaruh terhadap keamanan kerja pada perguruan tinggi swasta. Pemimpin yang memiliki kepemimpinan beracun, ketidaksopanan kerja tidak akan berdampak baik pada kinerja inovasi karyawan, selain itu juga menurunkan kinerja inovatif karyawan. Pemimpin dapat lebih memperhatikan kesejahteraan dan ketidakamanan untuk mendorong kinerja inovatif.

Kata kunci: incivilitas kerja, kesejahteraan karyawan, ketidakamanan kerja, kinerja inovatif karyawan, kepemimpinan toxic

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INTRODUCTION

Organizations operate in a dynamic environment in the current era of technological developments. In the previous era the focus of the organization was on stable productivity, but in the current era of technological development every organization strives for innovative performance in order to produce high added value in a competitive, dynamic and complicated organizational environment (Purwanto et al. 2020). One important element that is believed to be in the development of the country is education (Marimuthu et al. 2009) therefore universities have an important role in the development of the country. Higher education also has a mission that goes further than just forming graduates who are smart, reliable in managing knowledge but also able to apply the knowledge they get to the world of work. Universities must be able to make students understand themselves, determine their role in society and the state and make them better human beings than before.

According to Ali (2009), higher education has three main functions, namely as the development of human resources, the development of science and technology, and as an agent of social change. In carrying out this function, things that support the achievement of higher education goals are needed, namely curriculum, teaching and educational staff as well as quality facilities and infrastructure. Lecturers at college have a very strategic role in academic and student development because lecturers are professional educators who think about and direct what is good for students based on their professional considerations.

Every great performing universities is built on the inventive behavior of its employees. Because innovative behavior that generates innovative ideas serves as the basis for developing competitive levels, both in the form of products and services. This makes employee innovative performance one of the most important things to pay attention to in order to support the development and advancement of a private institution. Innovative behavior is related to the implementation of new ideas which of course have the possibility of success or the risk of failure. This requires individuals who have strong beliefs to create successful innovations (Maronrong et al. 2022). The ability of employees to identify and use fresh and practical ideas at work is an innovative behavior. Innovative performance of employees in an institution/organization can also develop competency in achieving

the set goals and objectives. In terms of organizational behavior, Innovative Performance is basically the result of interaction between workers, individuals and groups as a process of management practice that is usually carried out in organizations.

The amount of employee innovative performance in universities can be influenced by various factors, therefore innovative work behavior does not just happen. The element of leadership is one of the variables that can affect the attitude and inventive performance of employees. According to Kembauw et al. (2020), one way leaders can influence their skills is by using a leadership philosophy that encourages teamwork and enables workers to collaborate effectively to achieve company goals.

The leadership factor is a powerful source of influencing employee innovative performance because it can influence other people to be effective in doing a job. Because leadership is a factor that determines the creation of organizational culture and employee commitment (Hartini et al. 2020). Some leaders can manage their subordinates very well and offer lucrative opportunities that can be useful to the group, while some others have "toxic" characteristics that have been defined as "Toxic Leadership" in the literature (Lipman-Blumen, 2006). Toxic Leadership has a lot of negative effects on decreasing employee performance starting from reducing motivation, satisfaction, productivity, commitment, creativity and employee health problems that have an impact on organizational performance (Rahmi et al. 2021)

In addition to undermining interactions between co-workers in the university, workplace incivility according to Laschinger et al. (2009) and Han et al. (2016) can cause job burnout and decreased work engagement. Work engagement itself is a condition in which a person is filled with positive and affective motivation which can be seen from enthusiasm, dedication and absorption (Schaufeli et al. 2006). If employee work engagement decreases, it is likely that it will affect the decrease in employee innovative performance.

The next factor that can influence Employee Innovative Performance is Employee Welfare. The term employee welfare refers to the facilities provided to employees within and outside the organization such as canteens, restrooms and recreational facilities, housing and all other services that contribute to employee welfare and

worker efficiency. The concept of employee welfare is flexible and elastic and varies greatly with time, region, industry, social values and customs, level of industrialization, general socio-economic development of society and political ideology prevailing at a particular time (Kumar et al. 2021).

The facilities provided to employees in support of their welfare can be either material or non-material. According to Wursanto (1985), the material needs mentioned can be in the form of cash, gifts of thanks such as awards or trophies, housing or other forms of transportation, as well as other things that can be used to support the welfare of employees both during their work and after they retire. Non-material requirements can take the form of recognition for professional achievement, job advancement, and a job well done. Some organizations apply incentive theory and strive to provide welfare for their employees in all aspects, making them satisfied and happy, because happy employees are often more efficient than unhappy employees (Oswald et al. 2015). Happy employees can also think more creatively and innovatively so as to increase Employee Innovative Performance.

The last factor that can affect Employee Innovative Performance is job insecurity. Greenhalgh and Rosenblatt (1984) define job insecurity or job insecurity as a condition in which workers feel powerless to continue or maintain their desired job in threatened working conditions. Workers will also experience changes in behavior and deteriorating attitudes due to fears of job insecurity and result in decreased productivity which will adversely affect the quality of organizational performance. According to Burchell et al. (2000), a lack of employee trust will lower employee morale and motivation resulting in a loss of power to do the work being done. This of course can also affect the level of employee innovative performance.

Seeing the importance of Employee Innovative Performance in advancing and developing college, the researchers tried to examine the factors that can influence Employee Innovative Performance. The purpose of this research is to find out whether there is an influence of toxic leadership, workplace incivility, employee welfare and job insecurity on employee innovative performance in private university in LLDIKTI III area.

METHODS

In this study, researchers used a research strategy with a causal/associative approach. Causal research which is also known as explanatory research is conducted to identify the extent and nature of cause-and-effect relationships. Associative research can be carried out to assess the impact of specific changes on existing norms, processes etc. Causal studies focus on analyzing specific situations or problems to explain patterns of relationships between variables (Dudovskiy, 2022). By using this research strategy, it is hoped that an insight can be built that can explain, predict and control or control an event.

Population is a collection of individuals, events, or anything that shares a set of characteristics (Indriantoro & Supomo, 2016). The population consists of things or individuals with certain qualities and characteristics which are then used by researchers to examine and then make conclusions. The population in this study were private university lecturers in Region III LLDikti.

The method of determining the sample stratified random sampling proportional used in this study aims to determine the selected research sample by filling out a questionnaire about the role of the relationship between research variables. Respondents were divided into higher education groupings in the form of private universities with excellent, excellent and good accreditation. Table 1 shown the number of samples based on stratified random sampling on the strata accreditation of the universities. The accreditation is divided by three categories which is superior, very good and good.

This study uses to calculate with a margin of error of 5% and a confidence level of 95% to determine the sample size so that errors in the sampling process are relatively rare and the level of reasonableness is still acceptable. The respondents who will be the sample in this study are as many as 376 lectures. The questionnaires were distributed from September until December 2022. The questionnaire is distributed based on the Jakarta area first and followed by its surroundings.

To be able to collect data in the form of questionnaire answers from private university lecturers, researchers distributed questionnaires related to research material using Google Forms which were distributed via smartphones and social media. The questionnaire

distributed in this study was based on a Likert Scale in Table 2. The provisions for measuring research instruments using the Likert Scale are as shown in the Table 2.

In this study, the independent variables were Toxic Leadership, Workplace Incivility, Employee Welfare, Job Insecurity, while the dependent variable was Employee Innovative Performance (Y). The data analysis technique or method used is quantitative data analysis technique. The data that has been obtained will be tested using PLS (Partial Least Square) based SEM (Structural Equation Modeling) analysis using SmartPLS version 3 software. The Figure 1 is an overview of the conceptual framework in this study.

Hypothesis

The leadership is an important factor that determines employee performance and the ability of the organization to adapt to environmental dynamics (Ramaditya et al. 2022). Toxic leadership behavior can lead to prolonged negative feelings and the threat of loss of psychosocial resources (Syamsari et al. 2022). toxic and exploitative are positively associated with a range of negative emotions including anger and depression which can lead to psychological distress and workplace incivility. Toxic leaders often cause conflict between employees as a result of a threatening and bad work environment (Ramaditya et al. 2023).

A bad work environment as a result of Toxic Leaders issuing malicious and dishonest comments will disturb employees to stay focused on their work and roles in the organization (Mujianto et al. 2022). In the end, this situation will make employees develop insecurities regarding their work (Rijal et al. 2020). In addition to being successful in overcoming employee anxiety,

this increase in employee welfare also improves organizational performance and employee welfare. These good benefits will certainly relieve feelings of job insecurity both affectively and cognitively where these benefits can reduce insecure thoughts and insecurity that is felt at work (Mais et al. 2022). Samma et al. (2020) also stated that workplace incivility directly affects innovative work behavior.

Kembauw et al. (2020) states that job insecurity is one of the factors that influence innovative work behavior or innovative performance. Dihan and Prasetyo (2018) also revealed that there is a direct and significant influence between job insecurity on innovative performance. This unhealthy working environment will create a sense of insecurity in employees at work (Reisel et al. 2007). As a result, we come up with the following hypothesis:

H1: Toxic leadership is positively related to employee innovative performance.

H2: Toxic leadership is positively related to workplace incivility.

As a result, we come up with the following hypothesis

H3: Toxic leadership is positively related to job insecurity.

H4: employee welfare is positively related to work incivility.

H5: Employee welfare is positively related to job insecurity.

H6: Employee welfare is positively related to employee innovative performance.

H7: Workplace incivility is positively related to employee job insecurity.

H8: workplace incivility is positively related to employee innovative performance.

H9: job insecurity is positively related to employee innovative performance.

Table 1. Total Distribution of University lecturers in the LLDIKTI III Region

Accreditation	Number of Lectures	Number of Sampels
Superior (A)	2.613	60
Verry Good (B)	12.600	289
Good (C)	1.147	27
Total	16.360	
Number of Respondents	376	376

Table 2. Terms of measurement of research instruments

Answer	Score
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

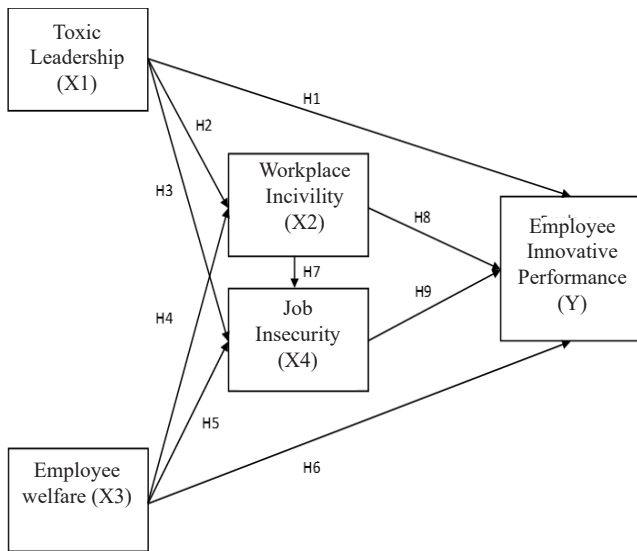


Figure 1. Framework of this research

RESULTS

Based on data obtained it can be seen in Table 3, namely the gender of the respondents, it shows that the number of respondents in this questionnaire was dominated by female lecturers, namely 65% of the total respondents, while respondents who were male lecturers were as much as 35% of the total respondents.

Based on the age in Table 4 of the respondents it shows that most respondents were ≤ 30 years old (57%), followed by 31-40 years old (35%) years, then 41-50 years old (6%) and finally age > 50 years (2%). The large number of young lecturers at several universities also played a role in the number of respondent lecturers aged ≤ 30 years so that lecturers in this age range played the biggest role in filling out this questionnaire as much as 57% of the total respondents.

Convergent Validity

The value of the outer loading or loading factor is used to derive the results of the convergent validity test. If the outer loading value is more than 0.7, then the indicator is considered to have passed the requirements of this test (Hair et al. 2015). Based on Figure 2. The model have indicated robust by having each variable can representing by their indicator and have impact on the exogenous variables. Based on the Table 5, it is known that this study produced 20 variable indicators that had outer loading values > 0.7 and there were 4 variable indicators with outer loading values < 0.7 (Hair et al. 2015).

Composite Reliability

Table 6 shows that the composite reliability value of the Toxic Leadership variable (TL) > 0.7 with a value of 0.899, the Workplace Incivility variable (WI) > 0.7 with a value of 0.907, the Employee Welfare variable (EW) > 0.7 with a value of 0.865, Job Insecurity variable (JI) > 0.7 with a value of 0.862 and Employee Innovative Performance (Y) variable > 0.7 with a value of 0.863. Thus, all variables in this study have a composite reliability value of > 0.7 and can be declared reliable and in accordance with the statement of Hair et al. (2015).

Cronbach's Alpha

Based on the Table 6, the reliability test using Composite Reliability (CR) can be strengthened by looking at the value of Cronbach's Alpha (CA). The assessment criteria for this test are if the Cronbach's Alpha value obtained for each variable has a value > 0.7 , it can be declared reliable (Hair et al., 2014). The following is the Cronbach's Alpha value obtained from each variable:

Based on Figure 2 and Table 6, it can be seen that the Cronbach's alpha value of the Toxic Leadership variable (TL) yields a value of 0.859, the Workplace Incivility variable (WI) generates a value of 0.871, the Employee Welfare variable (EW) generates a value of 0.803, the job insecurity variable (JI) produces a value of 0.782 and the Employee Innovative Performance (Y) variable produces a value of 0.802. Each variable has a Cronbach's alpha value > 0.7 and is in accordance with the statement of Hair et al. (2015) so that all variables can be said to be valid or reliable.

Table 3. Characteristics of respondents based on gender

Gender	Respondent	percentage
Male	131	35%
Female	245	65%
Total	376	100%

Table 4. Characteristics of respondents based on age range

Age range	Respondent	percentage
≤ 30	214	57%
31 – 40	133	35%
41 – 50	23	6%
> 50	6	2%
Total	376	100%

Table 5. Measurement variable

Measurement	Variable indicator	Source
Toxic Leadership (TL)	Egotism, ethical failure, incompetent, neuroticism	James (2014)
Workplace Incivility (WE)	Personal intervention, waiver, unfriendly communication, inconsiderate behavior, privacy violation	Handoyo et al. (2016)
Employee Welfare (EW)	Job satisfaction, security, voting rights, discrimination, work intensity	Böckerman et al. (2012)
Job Insecurity (JI)	Work interest, threat, interest level	Nugraha (2010)
Employee Innovative Performance (EIP)	Eksternal knowledge, regeneration, activity, well-being, expertise	Saunila (2017)

Table 6. Measurement Model

Construct	Item	Factor	CR	AVE	CA
TL	TL1	0.818	0.899	0.640	0.859
	TL2	0.795			
	TL3	0.814			
	TL4	0.847			
	TL5	0.721			
WI	WI1	0.799	0.907	0.661	0.871
	WI2	0.849			
	WI3	0.799			
	WI4	0.795			
	WI5	0.821			
EW	EW1	0.685	0.865	0.526	0.803
	EW2	0.687			
JI	JI2	0.824	0.862	0.618	0.782
	JI3	0.871			
	JI4	0.858			
	JI5	0.544			
	JI5	0.544			
EIP	EIP1	0.677	0.863	0.558	0.802
	EIP2	0.748			
	EIP3	0.801			
	EIP4	0.782			
	EIP5	0.722			

Note: Toxic Leadership (TL); Workplace Incivility (WI); Employee Welfare (EW); Job Insecurity (JI); Employee Innovative Performance (EIP); Composite Reliability (CR); Cronbach's Alpha (CA); Average Variance Extracted (AVE).

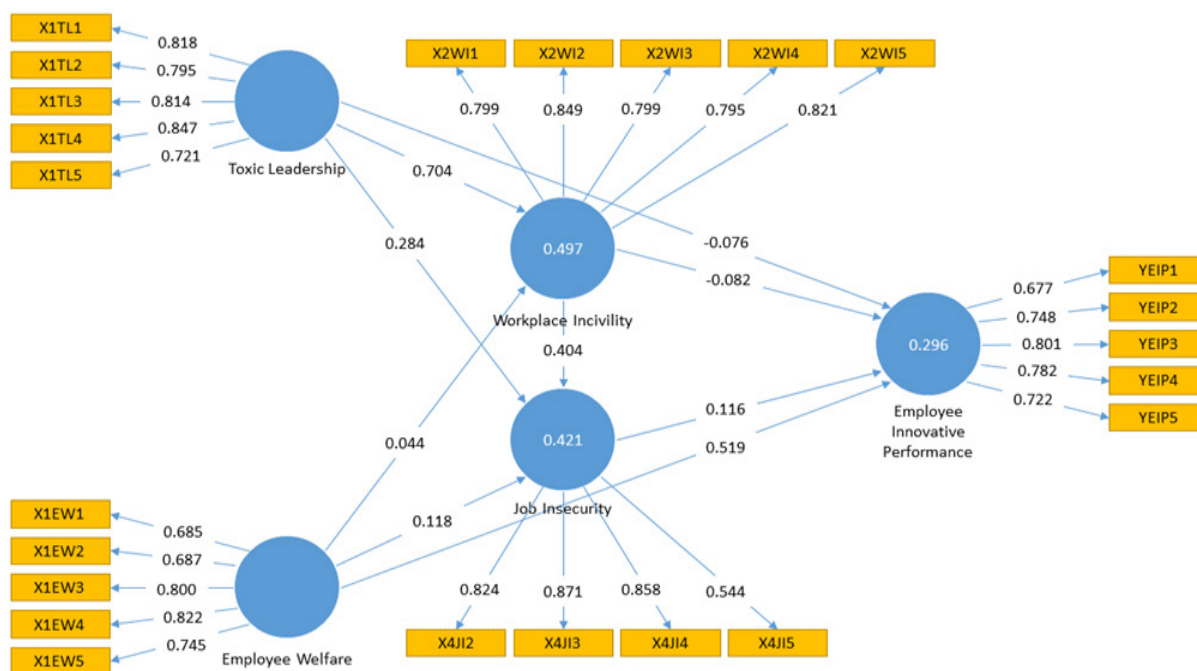


Figure 2. Outer Loading

Discriminant Validity

The results of the discriminant validity test to determine the cross-loading value can be seen in the following Table 7 After processing the data using SmartPLS 3, it was found that each variable has a greater cross-loading value than the other constructs so that it is in accordance with the opinion of Hair et al. (2015).

Path Coefficient Test

Based on the Table 8, the path coefficient test aims to determine how much influence the independent variables have on the dependent variable. The Path Coefficient has a range of values from -1 to 1 provided that the range 0 to 1 is declared positive and the range -1 to 0 is declared negative (Ghozali, 2016). Based on the scheme of the inner model, it can be seen that the greatest path coefficient value is found in the effect of

toxic leadership on workplace Incivility with a value of 0.704, then followed by the employee welfare on employee innovative performance with a value of 0.118, the effect of job insecurity with a value of 0.116, the effect of employee welfare on workplace incivility with a value of 0.044.

Coefficient Determination Test

The Coefficient Determination Test (RSquare) in this study is used to measure how much a variable is influenced by other variables. Influence can be in the good category if it produces an Rsquare value of 0.67 and above, moderate category effect if it produces an RSquare value of 0.33 to 0.67, and a weak category effect if it produces an R2 value of 0.19 to 0.33 (Chin, 2010). The following is the result of RSquare in this study which has been processed

Table 7. Cross Loading

Indicators	TL	WI	EW	JI	EIP
TL1	0.818	0.514	-0.039	0.442	-0.106
TL2	0.795	0.561	-0.109	0.419	-0.146
TL3	0.814	0.554	-0.036	0.459	-0.101
TL4	0.847	0.627	0.006	0.497	-0.015
TL5	0.721	0.550	0.106	0.442	0.005
WI1	0.566	0.799	0.002	0.471	-0.051
WI2	0.586	0.849	0.036	0.520	-0.045
WI3	0.523	0.799	-0.020	0.506	-0.028
WI4	0.624	0.795	0.092	0.482	-0.013
WI5	0.556	0.821	0.012	0.487	-0.061
EW1	0.112	0.125	0.685	0.190	0.344
EW2	0.094	0.105	0.687	0.164	0.347
EW3	-0.062	0.007	0.800	0.091	0.469
EW4	-0.048	0.015	0.822	0.077	0.395
EW5	-0.143	-0.123	0.745	-0.042	0.426
JI2	0.452	0.518	0.081	0.824	0.058
JI3	0.538	0.555	0.063	0.871	-0.028
JI4	0.490	0.500	0.084	0.858	0.053
JI5	0.253	0.296	0.210	0.544	0.273
EIP1	-0.019	-0.001	0.332	0.175	0.677
EIP2	-0.002	0.024	0.352	0.127	0.748
EIP3	-0.160	-0.137	0.464	-0.016	0.801
EIP4	-0.133	-0.120	0.418	-0.065	0.782
EIP5	0.061	0.089	0.404	0.155	0.722

Based on the RSquare results in Table 9, it can be seen that the influence of Toxic Leadership, workplace incivility, Employee Welfare and job insecurity on Employee Innovative Performance obtains a value of 0.296, which means the influence of the Employee Innovative variable Performance is considered weak.

Furthermore, the effect of Toxic Leadership, Workplace Incivility and Employee Welfare on Job Insecurity obtained a value of 0.421, which means that the influence of the Job Insecurity variable is considered moderate. Finally, the effect of Toxic Leadership and Employee Welfare on Workplace Incivility obtained a value of 0.497, which means that the effect of workplace Incivility is considered moderate.

Predictive Relevance Test

Based on the test results Table 10, the Q-square value for Employee Innovative Performance (Y) is 0.155 and is greater than 0 so that it has good predictive relevance. Then for the Q-square value on job insecurity 0.256 and greater than 0 it also has a good predictive relevance value, and finally for the Q-square value on Workplace Insecurity 0.322 it is also greater than 0 so it also has a good predictive relevance. In other words, all endogenous constructs in this study have good relevant predictive value

Hypothesis test

The results of data processing using SmartPLS 3 that the researchers did were then used to answer the hypothesis by looking at the t statistic and P value. The hypothesis is declared accepted if the t statistic value > t table is 1.649 and the P Value <0.05 (Muniarti et al., 2013). The following are the results of hypothesis testing obtained by researchers using the inner model:

Based on the Table 11 results of testing the first hypothesis, it states that the first hypothesis is rejected. This means that Toxic Leadership does not have a significant and negative effect on Employee Innovative Performance. The results of this study are also in line with previous research conducted by Uzma et al. (2022) where Toxic Leadership is not included in a leadership style that has a positive influence on Innovative Performance.

Table 8. Path Coefficient Test

Indicator	Workplace Incivility	Job Insecurity	Employee Innovative Performance
Toxic Leadership	0.704	0.284	-0.076
Workplace Incivility		0.404	-0.082
Employee Welfare	0.044	0.118	0.519
Job Insecurity			0.116
Employee Innovative Performance			

Table 9. Coefficient Determination Test

	R Square	R Square Adjusted
Employee Innovative Performance	0.296	0.289
Job Insecurity	0.421	0.416
Workplace Incivility	0.497	0.494

Table 10. Predictive relevance test

	Q2
Employee Innovative Performance	0.155
Job Insecurity	0.256
Workplace Incivility	0.322

Table 11. Hypothesis Test

Hypothesis	Effect	Original Sample	T-Statistic	P-Value	Result
H1	(TL) → (Y)	-0.076	1.109	0.268	Rejected
H2	(TL)→ (WI)	0.704	24.370	0.000	Accepted
H3	(TL) → (JI)	0.284	3.911	0.000	Accepted
H4	(EW) → (WI)	0.044	1.028	0.304	Rejected
H5	(EW) → (JI)	0.118	2.351	0.019	Accepted
H6	(EW)→ (Y)	0.519	9.030	0.000	Accepted
H7	(WI) → (JI)	0.404	5.511	0.000	Accepted
H8	(WI) → (Y)	-0.082	0.966	0.334	Rejected
H9	(JI) → (Y)	0.116	1.555	0.120	Rejected

Effects of Toxic Leadership on Employee Innovative Performance

Toxic leadership that tends to treat employees badly will often have a negative impact on their subordinates. According to Meirza (2022), Toxic Leadership creates a work environment that is not conducive so that it hinders the performance of its employees, including in terms of Employee Innovative Performance. Saunila (2017) stated that good leadership can have a positive effect on innovative performance, but not bad leadership or Toxic Leadership which actually has a negative impact on innovative performance.

Toxic Leadership in private institutions will create a bad and uncomfortable work environment for other lecturers. This uncomfortable work environment and behavioral pressure from toxic leaders will then affect lecturers to be able to carry out innovative performance or Innovative Performance. Lecturers who have toxic leaders will be afraid of being reprimanded for mistakes made as a result of trying innovative ideas or performance so they tend not to do it.

Effects of Toxic Leadership on Workplace Incivility

Toxic Leadership has a significant and positive influence on Workplace Incivility. In other words, the higher the level of Toxic Leadership, the higher the level of Workplace Incivility and vice versa. Mekpor and Dartey-Baah (2017) also explained in their research that leader behavior influences bad behavior such as Workplace Incivility.

Toxic Leadership creates a bad work environment that causes rude and bad behavior in subordinates towards other co-workers. Considering that the role of leadership is very important because it determines organizational culture and employee commitment (Widyanti et al., 2020), all forms of leadership will have an impact on the organization as a whole. Toxic Leadership in higher education will result in a bad work environment among other lecturers.

Effect of Toxic Leadership on Job Insecurity

Toxic Leadership has a significant and positive influence on Job Insecurity. This is in line with research conducted by Miao et al. (2022) which states that bad (abusive) leadership causes emotional exhaustion and job insecurity. Employees who feel unpleasant

treatment from their superiors tend to worry about the continuity of their work at the workplace, they are worried about the possibility that their superiors will not provide promotions, salary increases and the possibility of not extending their tenure.

Toxic Leadership in private institutions will create anxiety and uncertainty among lecturers and other teaching staff. Lecturers, especially lecturers who are not permanent lecturers, will feel uncertain about their continued teaching at the university. This then led to Job Insecurity in the lecturers at the private institution which then had a negative impact on many things.

The Effect of Employee Welfare on Workplace Incivility

The higher the level of employee welfare, the lower the level of workplace incivility and vice versa. Nur and Muafi (2022) said that employee welfare will affect the work environment, personality traits and work stress. This is because well-being will affect individuals in a complex manner and represent the mental, physical and emotional aspects of employees (Dejoy and Wilson, 2003).

Lecturers who have good well-being will have good mental, physical and emotional well-being thereby reducing the possibility of workplace incivility occurring. Employee Welfare felt by college lecturers starting from the availability of facilities and infrastructure and the amount of compensation received will have a complex impact on lecturers starting from physical, mental to emotional aspects as mentioned by Dejoy and Wilson (2003).

Effect of Employee Welfare on Job Insecurity

The results of testing the fifth hypothesis stated that the fifth hypothesis was accepted. This shows that Employee Welfare has a significant and positive influence on Job Insecurity. Job Insecurity is the perception that arises in employees about the anxiety experienced in the threat of losing their job in the future (De Witte et al. 2007). This is what raises Job Insecurity in employees who have very high welfare.

High employee welfare will make lecturers feel very comfortable with their work position. This high comfort then raises concerns about whether the welfare that has been received at this time will continue. Lecturers

who are very comfortable with welfare in their work position will start to worry more about the possibility that they will lose the welfare they are receiving.

Effect of Employee Welfare on Employee Innovative Performance

The results of testing the sixth hypothesis stated that the sixth hypothesis was accepted. This shows that Employee Welfare has a significant and positive influence on Employee Innovative Performance. Welfare is one of the indicators that influences innovative performance. employees with high welfare will provide a good physical, mental and emotional state (Dejoy and Wilson, 2003), these conditions support the emergence of employee innovative behavior. With good welfare, it will improve employee performance in various fields, including loyalty, discipline, accountability to innovation performance (Saunila, 2017).

The availability of good and adequate Employee Welfare facilities will provide comfort and can foster motivation in lecturers at private institutions. Universities that provide good Employee Welfare facilities for lecturers and other teaching staff will create a comfortable work environment as well as motivate and support lecturers to carry out Innovative Performance.

The Effect of Workplace Insecurity on Job Insecurity

The results of testing the seventh hypothesis stated that the seventh hypothesis was accepted. This shows that Workplace Insecurity has a significant and positive influence on Job Insecurity. The results of this study are in line with the study of Kembauw et al. (2020) which states that unhealthy working environment conditions (in this case Workplace Insecurity) will lead to a sense of job insecurity (Job Insecurity) so that the higher the Workplace Insecurity will affect the higher the Job Insecurity felt by employees.

An unhealthy work environment will cause worry, feelings of restlessness and anxiety. Workplace incivility that exists in private institutions will lead to distractions and feelings of insecurity for lecturers at work. Concerns that there will be disturbances or errors due to workplace insecurity by co-workers will lead to Job Insecurity in lecturers.

The Effect of Workplace Incivility on Employee Innovative Performance

Innovative Performance and vice versa. This is in line with the results of a study conducted by Mehmood et al. (2021) which stated that there is a negative relationship between Workplace Incivility and Innovative Performance where a high level of Workplace Incivility among employees will result in low innovation performance. The results of this study are also supported by Samma et al. (2020) who say that Workplace Incivility has a negative relationship with Employee Innovative Performance.

With the inconvenience of the work environment felt by lecturers as a result of Workplace Incivility and the possibility of work disturbances from rude co-workers will disrupt the comfort of work and the innovative performance of lecturers at the college. The existence of workplace incivility in private institutions will make the relationship between lecturers not good and a lack of trust in other fellow lecturers so that it will make it difficult for collaboration and coordination to carry out employee innovative performance.

Effect of Job Insecurity on Employee Innovative Performance

The results of testing the ninth hypothesis stated that the ninth hypothesis was rejected. This shows that Job Insecurity does not have a significant and positive effect on Employee Innovative Performance. In other words, the higher the level of Job Insecurity, the lower the level of Employee Innovative Performance and vice versa. This is in line with the opinion of Lixin (2022) states that increased job insecurity will cause a decrease in employee creativity and then level off. Employees who are anxious about the continuity of their work will not find it easy to think of creative and innovative ideas for the organization.

Job insecurity felt by lecturers will have various negative impacts in both psychological and non-psychological aspects. Anxiety, worry, decreased creativity, motivation and job satisfaction felt by lecturers as a result of Job Insecurity will affect the lecturer's performance, especially innovative performance or Innovative Performance.

Managerial Implication

This study provides some managerial implication that might be taken. In order to improve employee innovative performance, private universities should apply a leadership style that is mutually respectful and has a positive impact on the organization and subordinates to create a work environment, and good performance, then reduce the workplace incivility by holding bonding among lecturers.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the findings a leader with a toxic leadership style will bring up unhealthy working conditions and workplace incivility. the higher the level of toxic leadership of a leader, the higher the level of workplace incivility in the work environment. To reduce the level of workplace Incivility in private universities, leaders can establish good relationships with each of their subordinates and create a good work environment among lecturers by eliminating the Toxic Leadership that exists in them.

A leader with a toxic leadership style will bring up feelings of worry at work or job insecurity for each of his employees. The higher the toxic leadership level of a leader, the higher the job insecurity among the employees. To reduce the level of job insecurity among lecturers at private institutions, leaders can establish better communication and provide comfort and confidence to other lecturers by minimizing and eliminating their toxic leadership traits.

Moreover, the employee welfare felt by employees, the greater the fear of losing welfare for the job or job insecurity will also increase. The level of job insecurity felt by university lecturers can be reduced by not providing welfare facilities that are excessive or greater than the performance that the lecturer can do so as not to create feelings of insecurity in the lecturer.

Recommendations

This study provides some suggestions that might be taken into consideration. The private universities leadership needs to be have comprehensive human resource strategy in focused in to have leaders that

motivate, be role model and support their subordinate. Job secure must also need to be strengthen by career policy and incentive to create welfare for the lectures. Thus, the innovative performance will also be increased. The study was faced with various limitations, showing the need for further investigations. First, the sample size was limited to private universities based in Indonesia. Therefore, future studies should use a broader representation of higher education institutions in other geographic locations.

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