

The Influence of Leader Humor on Job Satisfaction with LMX As A Mediator Variable

Delly Mursanty^a, Muhammad Rasyid Abdillah^{a,*}, Ali Asfar^a,

^a Magister of Management, Postgraduate Program, Universitas Lancang Kuning, Indonesia.

ABSTRACT

The purpose of this study was to determine the effect of leader humor on job satisfaction and leader member exchange at the Rokan Hilir Regency Regional Disaster Management Agency, and to determine the effect of Leader humor on job satisfaction through Leader member exchange at the Rokan Hilir Regional Disaster Management Agency. The population in this study were all employees at the Rokan Hilir Regency Regional Disaster Management Agency, which, based on observations, totaled 77 people. The sample that makes up is the entire population or saturated sample. Thus the sample in this study amounted to 77 employees. Based on the results of the analysis, it can be concluded, 1) The first hypothesis is that Leader member exchange has a positive effect on job satisfaction. The results of the hypothesis test showed a t value of 11.289 with a sig. 0.000 then H1 is accepted. 2) The second hypothesis is that Leader humor has a positive effect on job satisfaction. The results of the hypothesis test showed a t value of 3.340 with a sig. 0.001 then H2 is accepted. 3) The third hypothesis is that Leader humor has a positive effect on leader member exchange. The results of the hypothesis test showed a t value of 5.894 with a sig. 0.000 then H3 is accepted. 4) The fourth hypothesis is that Leader humor influences job satisfaction with LMX as a mediator variable. The results of the hypothesis test showed a t value of 6.004 with a sig. 0.000 then H4 is accepted.

ARTICLE HISTORY

Received 1 Maret 2023
Revised 26 Maret 2023
Accepted 11 April 2023

KEYWORDS

Leader humor, leader member exchange, job satisfaction

Introduction

One of the things that affect job satisfaction is a humorous leader. Employees will feel trust, admiration, loyalty and respect for the leadership so that they will be motivated to do more than what is usually done and expected by the organization (Hughes, Ginnet, & Curphy, 2012 in Daryansyah, 2015). A good sense of humor is one of the most important parts of assembling an interesting personality in interacting with others. When leaders are in the office, actually they also establish social communication with their subordinates. Social communication will become dry and stiff if it is not interspersed with humor (Daryansyah, 2015; Fajrin et al., 2022; Zuhri et al., 2023).

Research by Vecchio, Justin & Pearce (2009) shows that low humor from leaders is related to low integrity and work performance from employees. In addition, research by Decker (Daryansyah, 2015) found that employees who rated their superiors as having a positive sense of humor reported high job satisfaction and assessed their superiors as having positive leader characteristics, while participants who rated their superiors as having a negative sense of humor reported having low job satisfaction and rate their superiors as having negative leader characteristics. Research by Puderbaugh (Daryansyah, 2015) also found a significant relationship between leadership style of

* CORRESPONDING AUTHOR. Email: m.rasyidabdillah@unilak.ac.id

humor and subordinate job satisfaction. This shows that the leader's sense of humor will affect the work of his employees.

Sense of humor is a person's ability to use humor as a way of solving problems, skills in creating humor, the ability to appreciate or respond to humor (Hartanti, 2002: 110). Baughman (Komaryantun and Hannah, 2008:47) suggests that a sense of humor is a very valuable human quality to assist in understanding discrepancies. According to O'Connell (Martin and Lefcourt, 1983) sense of humor is the ability to change cognitive perceptual quickly in the frame of mind. Sense of humor can change a person's point of view from negative to more positive (Rahmat, 2022, 2023; Rahmat & Handayani, 2022).

According to Zulkarnain et al, (2009:50 in Septiana, 2017) Research has found that laughter can boost the immune system by up to 40 percent. Laughter stimulates blood circulation, stabilizes blood pressure, increases oxygen delivery to the blood, improves digestion, and massages the vital organs of the body. According to Bennett, this evidence will be important clinically. Using humor to stimulate laughter can be an effective therapy to reduce stress and anxiety. Sense of humor is related to subjective well-being because students who are said to have a sensitivity to humor (sense of humor) can be said to achieve life satisfaction (subjective well-being). According to Veenhoven (in Eid and Larsen, 2008) (in Septiana, 2017), subjective well-being is the most suitable term to describe human happiness as a whole (overall happiness). According to (Sibarani, 2015: 12 in Septiana, 2017) humor can also help individuals to improve well-being through laughter and or increase support from the social environment immediately because humor brings social support from other people.

Researchers conducted interviews with employees at the Rokan Hilir Regency Regional Disaster Management Agency. Through the explanation the subject stated that during work sometimes it feels too stiff and monotonous so that in completing work it becomes lazy and reluctant to work especially if you have to go to the field. Leaders are also often too rigid in conveying the tasks to be carried out so that the office atmosphere also becomes rigid. This was followed by interviews with other employees from other companies who stated that the leadership likes to joke with their subordinates, and sometimes their jokes are included as a way to explain solutions when employees experience difficulties in doing their jobs (One & Rahmat, 2022; Rahmat, 2022; Rahmat & Handayani, 2022). When jokes are released, the office atmosphere becomes more cheerful and makes the workload felt lighter so that he wants to work even harder.

From the results of these interviews it can be seen that there are differences in employee perceptions of the leadership's humor. Where in one subject stated that the leadership tends to be more rigid at work and the other stated that the leadership's jokes made the office atmosphere brighter and helped explain solutions to work difficulties. This has a different influence even on the quality of the interaction of the employee himself with his boss.

Theoretical support

Social Exchange Theory

The most basic assumption of this theory is that people are motivated by self-interest or self-interest (Thibaut and Kelley: 1959). So in other words, social exchange or social exchange assumes that individuals want to maximize personal gain with minimum sacrifice in a relationship. This assumption is objective, because humans are fully rational beings (Sidharta, 2020).

The existence of interdependence raises the concept of power to determine the final outcome of human relations. Thibaut and Kelley revealed that there are two types of power in their theory, namely fate control and behavior control. Control of fate is an ability or power that will affect the final outcome of the couple. Meanwhile, behavior control is the ability or power that will be able to change the behavior of others.

The comparative concept that exists in social exchange theory was developed by Thibaut and Kelley with the aim of explaining the contribution made from previous experiences and expectations. The experiences and expectations that occurred in the individual's past are then used as a benchmark to determine how satisfied a person is with a relationship. Individuals who undergo interpersonal relationships with an awareness of social norms and make it an experience.

Leader Humor

One of the things that plays a role in assembling an attractive personality is humor. The use of humor in social interactions, communicating, and interacting with others. Hill (Darmansyah, 2012) states that a high sense of humor is one of the most important parts of assembling an attractive personality in interacting with others. When leaders are in the office, actually they also establish social communication with their subordinates. Social communication will become dry and stiff if it is not interspersed with humor. Shapiro (Daryansyah, 2015) states that humor can communicate likes or dislikes and can be used to express positive or negative feelings about other people.

According to the Ministry of National Education (Daryansyah, 2015) humor is the ability to feel something funny or fun. Allport was the first figure to use the term sense of humor explaining that sense of humor is the ability to see oneself objectively, to be amused and to be able to laugh at one's own inferiority, hostility and desires that are socially unacceptable (in Harsono, 2011 in Daryansyah, 2015). Martin (2007 in Daryansyah, 2015) defines humor as all things said or done that cause funny things and try to make other people laugh, as a mental process in terms of making and receiving pleasant stimuli and also affective responses which also include pleasure in them.

As an important communication skill, humor can be useful for leaders. Decker and Rotondo (Martin, 2007) provide examples of the use of humor that can be useful for teaching and clarifying work assignments, helping to motivate and change behavior, increasing creativity, dealing with stress, and making interactions between managers and subordinates more positive and less tense. Humor can be used to deal with stressful situations. Sometimes conflicts occur in an organizational leadership, the humor that is owned by the leader makes a tense atmosphere in communication and in the decision-making process can melt. This is in line with Rizzo and his colleagues (Puderbaugh, 2006) stating that leaders who use humor appear to be favored by their subordinates because

leaders are able to make the work environment enjoyable for employees. It was further explained that leaders do not always use humor but if used it will create a positive environmental atmosphere that can reduce stress, build good relationships and be able to motivate employees (Daryansyah, 2015).

According to Hurlock (Septiana, 2017) through their sense of humor, individuals can gain a better perspective about themselves. Individuals who have a sense of humor can develop self-understanding and view themselves realistically. Even though they don't like what they see, with a sense of humor that individuals can develop, self-acceptance and add to their psychological maturity. A good sense of humor can be said to only be possessed by individuals with mature personalities (Kartono, 1979:134). This is because individuals with mature personalities understand when it is appropriate to think something is funny or not funny, need to be laughed at or need not be laughed at.

Leader-Member Exchange

Communication is one of the important factors for humans in everyday life, both individually, in groups, and in organizations. The importance of communication encourages every organization to be able to cover the gap that lies between the government and the community as the public in order to foster better relations, especially in the field of public services. Communication is the exchange of information and conveying meaning which is the main thing of a social system or organization. In other words, people study organizational communication to become better leaders. The relationship between communication and the organization lies in its review which focuses on the humans involved in achieving organizational goals. Griffin in *A First Look at Communication Theory*, discusses organizational communication following classic management theory, which places a price on production power, precision, and efficiency (Dienovyna, 2015).

There is no organization without communication, because communication is an integral part of the organization. Communication is like a system that connects between people, between parts of the organization, or as a flow that is able to generate the performance of the people involved in the organization. Communication that is carried out must be supported by effective leadership from leaders to mobilize, mobilize, direct subordinates to achieve goals. Leaders must be able to use leadership communication styles well to motivate subordinates to improve the quality of public services (Dienovyna, 2015).

According to Kreitner and Kinicki (2005), the LMX model assumes that leaders develop unique one-to-one relationships with each person who reports to them. Usually, leaders tend to select members of in-groups because they have a variety of personality characteristics and attitudes that are similar to those of the leader or because of a higher level of competence than other followers. For example, followers who have a skill acquisition orientation will have higher LMX relationships with their superiors, because such employees will turn to their superiors for valuable information and experiences that can give them prospects for developing skills and self-improvement that can then be achieved. bring benefits to the company (Robbins & Judge, 2007 in Wibowo, 2013).

Job Satisfaction

Job satisfaction as an emotional attitude that is fun and loves his job. This attitude is reflected in work morale, discipline, and work performance (Malay, 2013). Job satisfaction is the emotional state of employees that occurs or does not occur at the

meeting point between the value of employee compensation and the company or organization with the level of value of compensation that is desired by the employee concerned (Martoya, 2012). Employee satisfaction and dissatisfaction depend on the difference between what is expected. Conversely, what employees get is lower than expected which will cause employees to be dissatisfied (Sule, 2012).

Job satisfaction is an emotional attitude that pleases and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction can be enjoyed at work, outside of work and a combination of both inside and outside of work. Satisfaction at work is the satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is important. While job satisfaction outside of work is the job satisfaction employees enjoy outside of work with the amount of remuneration that will be received from their work so that they can buy their needs. Employees who prefer to enjoy their satisfaction outside of work are more concerned with remuneration than the implementation of their duties. Combined job satisfaction within and outside of work is job satisfaction which is reflected by a balanced emotional attitude between remuneration and work performance. Employees who enjoy a combination of job satisfaction inside and outside of work will feel satisfied if their work results and remuneration are felt to be fair and proper (Hasibuan, 2012).

The fact shows that a person wants to work not only because he gets paid, but by working he hopes to get satisfaction at work. Therefore, the management must pay attention to the fulfillment of employee job satisfaction. If these employees can carry out their duties properly, employees will achieve satisfaction in work which will ultimately lead the company to its goals (Handoko, 2002).

Research Framework

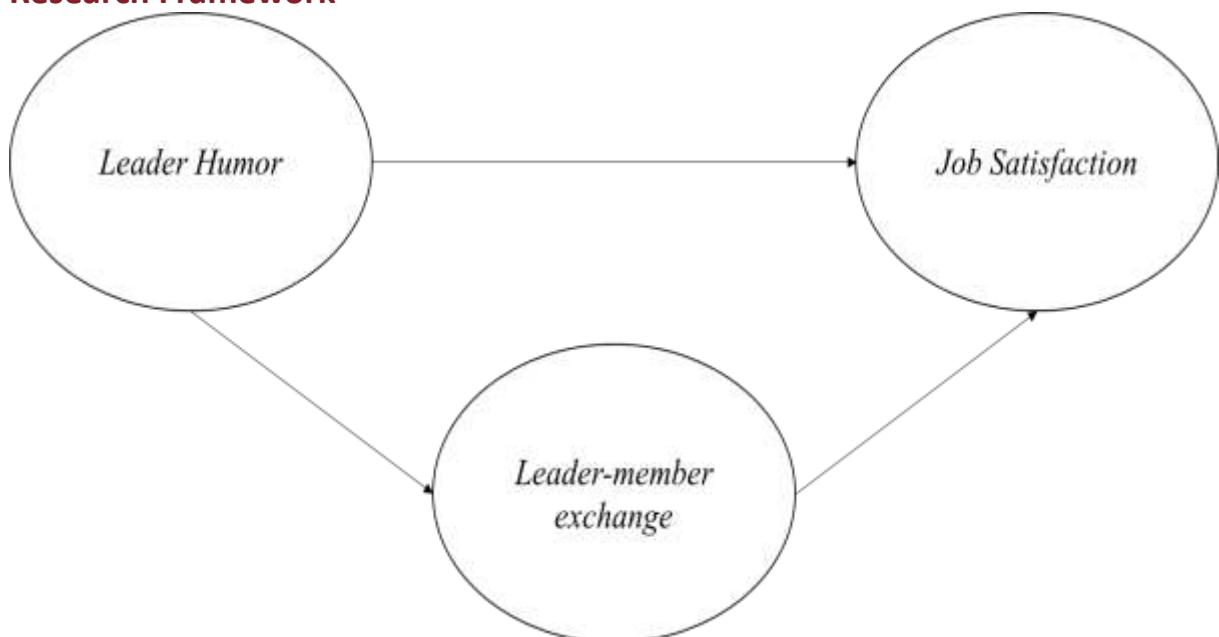


Figure 1. Research Framework.

Research method

Quantitative Method

In this quantitative study, the researcher creates a new problem by identifying it with a hypothesis, which serves as a temporary solution to the research problem formulation. According to Sugiyono (2014), quantitative research methods are research methods used to examine specific populations or samples. Sampling techniques are generally random, data collection uses research instruments, and data analysis is quantitative/statistical in nature with the goal of testing hypotheses that have been established.

Results

Analisis SEM-PLS

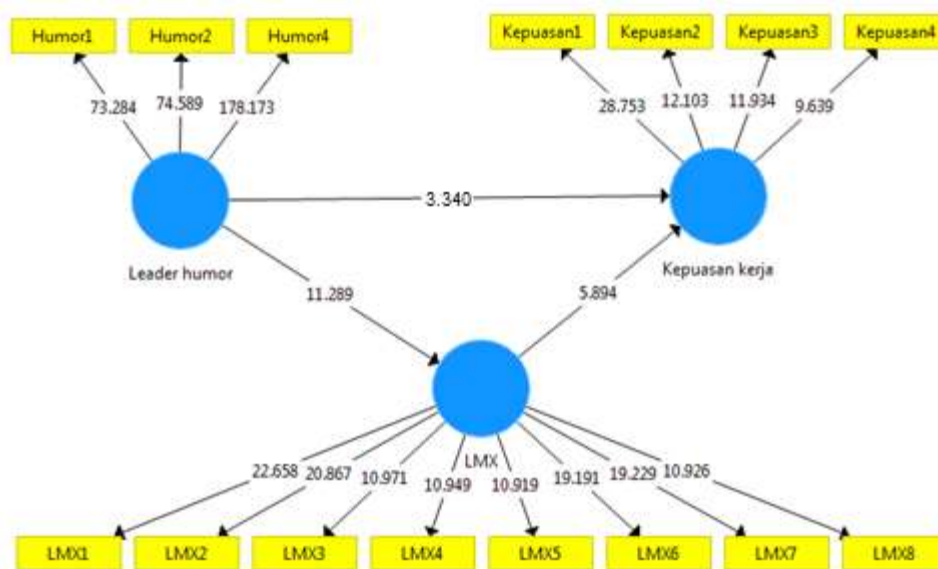


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics (O/STDEV)	P Values	Note:
LMX -> Job Satisfaction	5.894	0.000	Received
Leader humor -> Job Satisfaction	3.340	0.001	Received
Leader humor -> LMX	11.289	0.000	Received

Notes. Data Olahan, 2023

It can be seen that of the three hypotheses proposed in this study, there are three hypotheses that can be accepted because each effect shown has a t value with sig. <0.5. So that it can be stated that the independent variable to the dependent has a significant influence, explained as follows:

H1: t value of 5.894 with a sig. 0.000, thus Leader member exchange has a positive effect on job satisfaction of employees of the Regional Disaster Management Agency of Rokan Hilir Regency.

H2: t value of 3.340 with a sig. 0.001, thus Leader humor has a positive effect on job satisfaction of employees of the Rokan Hilir Regency Regional Disaster Management Agency.

H3: t value of 11.289 with a sig. 0.000, thus Leader humor has a positive effect on leader member exchange employees of the Regional Disaster Management Agency of Rokan Hilir Regency.

H4: t value of 6.004 with a sig. 0.000, thus Leader humor influences job satisfaction with LMX as a mediator variable for employees of the Regional Disaster Management Agency, Rokan Hilir Regency.

Discussions

Effect of Leader member exchange on job satisfaction

The first hypothesis is that Leader member exchange has a positive effect on job satisfaction. The results of the hypothesis test showed a t value of 5.894 with a sig. 0.000, then H1 is accepted, so that it can be concluded that leader member exchange has a positive effect on job satisfaction of employees of the Rokan Hilir Regency Regional Disaster Management Agency, so that the first hypothesis (H1) can be proven.

Relevant to social exchange theory (social exchange theory) which analyzes human relations by comparing human interactions with marketing activities. Therefore, in social exchange theory there are at least four basic concepts, namely: rewards, costs (cost), results, and levels of comparison. So according to this theory, the relationship between individuals within the scope of work has a strong influence on one's job satisfaction. Empowering leadership and employee performance. The research findings explain that empowering leadership has a significant effect on performance. Employee performance is closely related to empowering leadership, this is supported by the theory of Ahearne, Mathieu, and Rapp (2005 in Mutamimah, 2013) that empowering leadership is a process of implementing conditions that allow sharing of power with employees by describing the importance of employees' work, providing autonomous decision making greater, expresses confidence in employee abilities, and closes barriers to performance.

The influence of Leader humor on job satisfaction

The second hypothesis is that Leader humor has a positive effect on job satisfaction. The results of the hypothesis test showed a t value of 3.340 with a sig. 0.001 then H2 is accepted, so that the conclusion is obtained Leader humor has a positive effect on job satisfaction of employees of the Rokan Hilir Regency Regional Disaster Management Agency. so that the second hypothesis (H2) can be proven.

Research by Puderbaugh (2006 in Daryansyah, 2015) found a significant relationship between leadership style of humor and subordinate job satisfaction. This shows that the leader's sense of humor will affect the work of his employees. Munandar (2001) also explained that one of the things that influence job satisfaction is the supervisor or leader. If the leader is able to please the subordinates, it is hoped that job satisfaction will also increase.

The influence of Leader humor on leader member exchange

The third hypothesis is that leader humor has a positive effect on leader member exchange. The results of the hypothesis test showed a t value of 11.289 with a sig. 0.000 then H3 is

accepted, so that the conclusion is obtained Leader humor has a positive effect on leader member exchange employees of the Rokan Hilir Regency Regional Disaster Management Agency, so the third hypothesis (H3) can be proven.

As research by Abdillah (2021) that the humorous behavior of leaders can encourage employee knowledge-sharing behavior through the quality of the relationship between leaders and employees. Yulk (Daryansyah, 2015) also explains that effective leaders are able to influence their followers to have greater optimism, self-confidence, and commitment to organizational goals and missions.

The effect of Leader humor on job satisfaction with LMX as a mediator variable

The fourth hypothesis is that Leader humor influences job satisfaction with LMX as a mediator variable. The results of the hypothesis test showed a t value of 6.004 with a sig. 0.000, then H4 is accepted, so that it can be concluded that leader humor has an effect on job satisfaction with LMX as a mediator variable for employees of the Rokan Hilir Regency Regional Disaster Management Agency, so that the fourth hypothesis (H4) can be proven.

Research by Vecchio, Justin & Pearce (2009) shows that low humor from leaders is related to low integrity and work performance from employees. In addition, research by Decker (in Daryansyah, 2015) found that employees who rated their superiors as having a positive sense of humor reported high job satisfaction and assessed their superiors as having positive leader characteristics, while participants who rated their superiors as having a negative sense of humor reported having low job satisfaction and rate their superiors as having negative leader characteristics. In addition, the research by Suyasa, et al (2020) explains that leader-member exchange can be a full mediator of affiliative humor style in predicting job satisfaction, but humor style does not directly impact job satisfaction.

Conclusion

Communication is one of the important factors for humans in everyday life, both individually, in groups, and in organizations. The importance of communication encourages every organization to be able to cover the gap that lies between the government and the community as the public in order to foster better relations, especially in the field of public services. Communication is the exchange of information and conveying meaning which is the main thing of a social system or organization. In other words, people study organizational communication to become better leaders. The relationship between communication and the organization lies in its review which focuses on the people involved in achieving organizational goals.

Acknowledgement

We thank the anonymous reviewers for their valuable support and guidance in improving the quality of the paper. Furthermore, we thank Muhammad Rasyid Abdillah and Ali Asfar for his feedback on earlier versions of the paper. Besides, we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

Disclosure statement

No potential conflict of interest was reported by the authors.

References

- Anoraga, Pandji. 2002. Psikologi Kerja. Jakarta: Rineka Cipta
As'ad, Moh. 2002. Psikologi Industri. Yogyakarta: Liberty.

- Aditya Galih Erlangga, Model Peningkatan Kinerja Sumber Daya Manusia Berbasis Leader Member Exchange Dan Perceived Organizational Support Melalui Komitmen Organisasi, Universitas Islam Sultan Agung Fakultas Ekonomi Progam Studi Manajemen Semarang. 2019
- Cecily D. Cooper. Craig D. Crossley. Craig D. Crossley. Leader Humor As An Interpersonal Resource: Integrating Three Theoretical Perspectives. *Academy of Management Journal* 2018, Vol. 61, No. 2, 769–796. <https://doi.org/10.5465/amj.2014.0358>
- Christopher Robert, Timothy C. Dunne and Joyce Iun. The Impact of Leader Humor on Subordinate Job Satisfaction: The Crucial Role of Leader–Subordinate Relationship Quality. *Group & Organization Management* 1–32© The Author(s) 2015 Reprints and permissions: sagepub.com/journalsPermissions.nav DOI: 10.1177/1059601115598719
- Emma Dienovyna1 , Bambang Dwi Prasetyo, Darsono Wisadirana. Peran Komunikasi Pimpinan Terhadap Bawahan Dalam Meningkatkan Pelayanan Prima (Studi Pada Badan Pelayanan Perizinan Terpadu Kota Banjarbaru Provinsi Kalimantan Selatan). *Wacana* Vol. 18, No. 1 (2015)
- Idham Qodr Muthohar. Pengaruh sense of humor dan kematangan emosi terhadap kepercayaan anggota di himpunan mahasiswa islam cabang ciputat. Skripsi. Fakultas psikologi universitas islam negeri syarif hidayatullah jakarta. 2016
- Fithatue Amalia Fatla Aini. Hubungan antara Kualitas Interaksi Atasan – Bawahan dan Quality of Work Life dengan Organizational Citizenship Behavior Karyawan PT. Air Mancur Palur Karanganyar. Skripsi. Program Studi Psikologi Fakultas Kedokteran Universitas Sebelas Maret. Surakarta. 2012.
- Gina Sidharta. Teori Pertukaran Sosial (Social Exchange Theory) Thibaut & Kelley. <https://www.researchgate.net/publication/344774544> 20 October 2020
- Fajrin, H., Rahmat, A., Handayani, R., & N, A. (2022). the Effect of Altruistic Leadership on Service Innovation and the Mediation Role of Affiliated Humor (Case Study of Pekanbaru Aulia Hospital). *Jurnal Ilmiah Ekonomi Dan Bisnis*, 19(2), 123–132. <https://doi.org/10.31849/jieb.v19i2.9608>
- One, B., & Rahmat, A. (2022). *Altruistic Leadership and Organizational Citizenship Behavior : Mediating Role of Leader-Member Exchange*. 1(1), 1–8.
- Orissa Septiana. 2017. Hubungan Antara Sense Of Humor Dan Subjective Well-Being Pada Mahasiswa. Jurusan Psikologi Fakultas Ilmu Pendidikan Universitas Negeri Semarang.
- Orissa Septiana. Hubungan Antara Sense Of Humor Dan Subjective Well-Being Pada Mahasiswa. Jurusan Psikologi Fakultas Ilmu Pendidikan Universitas Negeri Semarang. 2017
- P. Tommy Y. S. Suyasa, Hanna Christina Uranus, Yunita Chandra Waty, Saphira Pritiswari. The Impact Of Humor Style Towards Job Satisfaction With Leader-Member Exchange As Mediator. *International Journal of Management and Applied Science*, ISSN: 2394-7926 Volume-6, Issue-5, May.-2020
- Rahmat, A. (2022). *Jurnal Manajemen dan Bisnis ETHICAL LEADERSHIP AND INNOVATIVE BEHAVIOUR : MEDIATION ROLE OF LEADER MEMBER EXCHANGE AND*. 11(1), 169–179.
- Rahmat, A. (2023). *PERAN MEDIASI PERILAKU SUARA DAN PERAN MEDIASI KEAMANAN PSIKOLOGIS*. 1(1), 1–19.
- Rahmat, A., & Handayani, R. (2022). *Pengaruh Leader-Member Exchange terhadap Perilaku Penarikan Psikologis dengan Pemberdayaan Psikologis sebagai Intervening*. 1(3), 200–214.
- Zuhri, M., Rahmat, A., & Asfar, A. (2023). *Humor Pemimpin dan Implikasinya Terhadap Sikap Pengikut*. 5(1), 1–11.