

The Influence of Leader Humor on Job Crafting in Mediation By Perception of Organizational Support and Work Engagement Employees Secretariat DPRD Riau Province

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ABSTRACT

The purpose of this study was to determine the influence of Humor Leadership on Job Crafting mediated by Organizational Support and Work Engagement of DPRD Secretariat Employees of Riau Province. The population in this study were all employees at the Riau Provincial DPRD Secretariat with a sample of 100 respondents, where the sample was taken using a purposive sampling method, namely selecting samples based on certain criteria or considerations. Data collection techniques using questionnaires and dissemination using Google Forms. The data analysis technique in this study was Structural Equation Modelling (SEM) using SmartPLS 3.0 as a data processing tool. The results of this study indicate that humorous leadership has a positive and significant effect on Perception of Organizational Support, work engagement and job crafting at the Riau Provincial DPRD Secretariat, Perception of Organizational Support and work engagement has a positive and significant effect on Job Crafting at the Riau Provincial DPRD Secretariat. The results of the study also show that Perception of Organizational Support and work engagement are able to mediate the relationship between humorous leadership and Job Crafting at the Secretariat of DPRD Riau Province.

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Introduction

Leader Humor can strengthen followers' job performance and mental health as well as increase organizational effectiveness (for meta-analyses, In Mesmer-magnus et al., 2012; Kong et al., 2019). Leader Humor is defined as behavior carried out by a leader and directed at subordinates which is rated by subordinates as funny or causes subordinates to experience entertainment (McGraw and Warren, 2010; Cooper et al., 2018). Research has shown that Leader Humor has various consequences for employees, including increased performance (Arendt, 2009), informal learning (Tremblay and Gibson, 2015), creativity (eg, Huang et al., 2015), job satisfaction (Vecchio et al., 2009), affective commitment (Hughes and Avey, 2009), Work Engagement (Yam et al., 2018), leader-member exchange (Robert et al., 2015; Pundt and Venz, 2017; Cooper et al., 2018), and trust in leaders (eg, Hughes and Avey, 2009).

Despite these promising findings, research on the implications of Leader Humor has primarily focused on attitudinal or in-role behaviors and neglected proactive change-oriented behaviors, such as job crafting behaviors, which are salient for organizational adaptation and survival (Bruning and Campion, 2018). In this vein, opportunities abound to enrich our understanding of Leader Humor results in

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workplace. By examining whether and how Leader Humor relates to job crafting behavior, research researchers answer calls from scholars to examine the positive effects of Leader Humor (Cooper, 2008) and to explore the factors that facilitate follower job behavior (Li et al., 2013). Increasing job resources that stimulate Work Engagement and Job Crafting may not be easy or feasible, for example, increasing each employee's job autonomy, or it can be expensive, for example, providing more learning opportunities. Researchers argue that Leader Humor and positive behavior can be done and is cheaper. Therefore, Leader Humor is a good alternative to structural work resources, especially when there is a shortage of these resources. Only by understanding the influence of Leader Humor behavior on employee Job Crafting, scholars and practitioners can better understand why and how job crafting occurs and the behavioral implications of being proactive and change-oriented from Humor Leadership. Therefore, it is advantageous to examine whether Leader Humor relates to job structuring among subordinates and, if so, why and when this beneficial effect might occur (Abdillah, 2021; Fajrin et al., 2022; Zuhri et al., 2023).

This study makes several contributions to the literature. First, it contributes to a promising literature related to the job craft and Humor Leadership. Regarding the literature related to Employee Crafting, researchers have focused on individual factors (Bakker et al., 2012; Bipp and Demerouti, 2015; Tims et al., 2016) or job characteristics as predictors of Job Crafting (Petrou et al., 2012). However, research linking leader behavior with Job Crafting is still limited. Regarding the literature related to Leadership Humor, as far as the Researcher is aware, the current research is the first study to empirically investigate the relationship between Leader Humor and employee job behavior. Therefore, this study sheds light on how leaders enable subordinates to behave proactively. In addition, Job Crafting enables employees to better fulfill organizational goals by continuously initiating changes in the workplace environment (Petrou et al., 2018). Thus, exploring the influence of Leader Humor in facilitating employee job structuring is essential.

This study makes a secondary contribution to the literature related to Perception of Organizational Support and Work Engagement theory by focusing on Leader Humor as a determinant of perceived Perception of Organizational Support. Relatively limited research has examined the relationship between leader behavior and perceived Perception of Organizational Support (Rhoades and Eisenberger, 2002; Rahmasari et al., 2022; Rahmat, 2023).

Additionally, this study contributes to the literature related to work engagement by examining leader humor as a potential predictor of employee work engagement. Although humor is often associated theoretically with work engagement, empirical research in this domain has focused on humor from an individual, intrapersonal perspective, claiming that humor is shaped by individual differences rather than behavior; hence, he has examined the results of intrapersonal humor (Duncan, 1982; Avolio et al., 1999; Decker and Rotondo, 2001; Robert et al., 2015). To expand on previous research and theory, researchers frame humor as a behavior rather than a trait-like individual disposition. From this behavioral perspective, we propose that

employee exposure to Leader Humor behavior makes employees more likely to perceive their organization as supportive and subsequently results in a positive relationship with their Work Engagement (ie, Work Engagement) and behavior (ie, Job Crafting).

In addition, this study contributes to the literature related to Leader Humor and the proactive behavior of change-oriented employees by directly examining the mechanisms that underlie the relationship between Leader Humor and Creation in Work. By integrating the perspective of resource accumulation with the JD-R model, the researcher proposes that the effect of Leader Humor on Job Crafting is explained by the serial mediating effect of perceived Perception of Organizational Support and Work Engagement. First, researchers frame Leader Humor as a socio-emotional resource that can be useful for employees in creating other forms of resources, such as perceived Perception of Organizational Support. In addition, employee job resources and Employee Work Engagement circumstances likely serve as key mediators between leader behavior and employee behavioral reactions (Parker et al., 2006) because the JD-R model suggests that Work Engagement mediates the relationship between job resources and organizational outcomes. (Schaufeli et al., 2009). Therefore, the researcher builds and empirically tests a serial mediation model that determines why Leader Humor relates to Job Crafting through Perception of Organizational Support felt by employees and Work Engagement.

Empirical studies have found that followers' Work Engagement is positively correlated with employees' perceptions of organizational support (Eisenberger and Stinglhamber, 2011; Caesens et al., 2014, 2016). For example, Caesens et al. (2014) determined that perceived organizational support has a positive relationship with employee work engagement. A previous study revealed that perceived organizational support is positively related to three dimensions of employee work engagement, namely, enthusiasm, dedication, and absorption (Caesens et al., 2016). Thus, it is consistent with previous theoretical and empirical work.

Empirical studies have shown that Work Engagement is positively related to seeking resources and challenges and negatively related to reducing demands (Rudolph et al., 2017; Lichtenthaler and Fischbach, 2019; Zhang and Parker, 2019). Employees with high levels of enthusiasm and energy are more likely to seek challenges, such as fulfilling additional responsibilities, because high engagement can provide employees with the energy and dedication necessary to engage in seeking challenges (Sonnentag, 2003). In addition, highly engaged employees tend to express optimism, passion and enthusiasm at work (Den Hartog and Belschak, 2012). These positive emotions tend to expand employees' thought-action repertoire by increasing their cognitive abilities so that they are more creative and better able to achieve meaningful personal growth and performance (Bindl et al., 2018). Instead, refers to a reduction in demands.

In turn, these resources are likely to impact not only the motivation (ie, Work Engagement) but also the intentions (ie, Job Crafting intentions) and behavior (ie, Job Crafting) of their followers (Rich et al., 2010). Please note that, although intention and behavior do not refer to the same construct, in general they are related. In Study 2, the

authors used the Petrou scale to assess past job crafting behavior, whereas in Study 1, the authors argued that activation of the idea that a leader is funny may lead to an intention to craft more frequently in the future. Thus, the authors modified the outline of the items on the questionnaire for Study 1 (ie, “I would probably ask for more responsibility”). Therefore, by integrating the resource accumulation perspective with the JD-R model, the authors propose that Leader Humor facilitates employee acquisition of job resources (i.e., perceived organizational support). These results, then, further lead to high levels of Work Engagement, motivating employees to engage in Job Crafting behaviors. Therefore, the Author proposes the following hypothesis with respect to the downstream effects of Leader Humor on the job crafting behavior of employees (Rahmat, 2022; Rahmat et al., 2020).

In this study, several Gap Research authors compared with this research are Xi Wang, Songbo Liu and Wen Feng (2022) with the title How leader humor stimulates subordinate boundary-spanning behavior: A social information processing theory perspective, with psychological safety variables, interpersonal influence, social information processing theory, leader humor, boundary-spanning behavior The results show that leader humor positively influences subordinates' boundary-spanning behavior through increased psychological safety . In addition, this mediated effect is stronger when subordinates have high interpersonal influence. These findings offer theoretical and practical insights into activities that span the boundaries and humor of leaders, which we will discuss engagement becomes Mediation 2.

Theoretical support

Job Demands Resources

Job resources refer to “physical, social, or organizational aspects of work that can perform any of the following: (a) function in achieving work objectives; (b) reduce job demands and associated physiological and psychological costs; (c) stimulate personal growth and development” (Demerouti et al., 2001, p. 501). An example of a job resource is perceived Perception of Organizational Support. The JD-R model suggests that work environments, events, or behaviors that provide job resources engender positive work-related states of mind (i.e., work engagement), either by satisfying basic needs or by achieving work goals. Furthermore, this affective-motivational state produces positive results, such as Job Crafting. Consistent with a process motivational perspective, our research investigates how humorous leader behavior enables individuals to gain job resources (i.e., perceived Perception of Organizational Support) in the workplace and how these job resources in turn relate to high levels of employee engagement. consequently, enabling employees to craft their jobs (Rich et al., 2010). In other words, the JD-R model emphasizes how resources work (ie, the Perception of Organizational Support perceived) resulting from work behavior (ie, Leadership Humor) have downstream effects not only on the motivation (ie, Work Engagement) but also the behavior (ie Job Crafting) of their followers (Rich et al., 2010).

Leader Humor

Management determines where and how the organization is driven to achieve organizational goals by driving all organizational devices. Leadership requires perfect

preparation. There are many different definitions of leadership, each with varying emphases, but there are often similarities in these definitions.

According to John W. Newstorm and Davis (2008) gives the definition of Leadership: "is the process of influencing and supporting others to work enthusiastically towards achieving objectives". Rivai & Mulyadi (2003), "leadership is a process to influence other people both inside the organization and outside the organization to achieve the desired goals in a certain situation and condition".

In general, leadership includes the phase of influencing the setting of company goals, motivating the behavior of those who are led to realize goals, and influencing the improvement of the group and its culture. Rikky W. Griffin and Ronald J. Ebbert (2006) state that "leadership is a process of motivating others to work to meet specific objectives".

In relation to the leadership role above, humor is a tool used by leaders to increase the effectiveness of their leadership role in achieving organizational goals. Avolio et al. (1999) stated that "humor is an important quality and skill that a leader must possess". Leadership that is full of humor and inspiration liberates the previous leadership doctrine into leadership that gives employees more freedom through interactive behavior with the aim of increasing leadership effectiveness aimed at achieving organizational goals.

For leaders in the workplace, humor is not the main criterion in a business, but plays an important role in shaping the efficiency of team performance (Ho, Huang et al., 2011). Conger (1989) concluded that the frequent use of humor by leaders is an appropriate strategy to inspire or restore employee morale.

Job Crafting

The concept of Job Crafting basically comes from the idea put forward by Kulik, Oldham, and Hackman (1987) who stated Job Crafting as an employee initiative in redesigning their work with or without management involvement. Wrzesniewski and Dutton (2001) define Job Crafting as a form of change made by employees both physically and cognitively in carrying out tasks and in work relationships. Physical changes are marked by changes in the form, scope or amount of work and relationships at work, while cognitive changes are changes in the way a person views his work. By reshaping the elements mentioned above, employees can broadly shape their jobs and the social environment in which they work. According to Leana, Appelbaum, and Shevchuk (2009), Job Crafting has two types: individual Job Crafting and collaborative Job Crafting. In individual job crafting, employees actively shape the boundaries of their tasks and the way they work. In contrast, collaborative Job Crafting, employees work together to revise work processes. Tims, Bakker, and Derks (2012) argue that Job Crafting is a change on personal initiative carried out by employees in terms of changing their job resources and job demands to achieve or optimize their work goals.

The Job Crafting concept put forward by Tims, Bakker and Derks (2012) uses the job demand-resource (JD-R) model. The JD-R model states that all job characteristics can be divided into 2 broad categories, namely job demands or work resources. According to Tims, Bakker and Derks (2012), employees can engage in Job Crafting in four ways, namely, by increasing social work resources, increasing structural job resources, increasing challenging work demands, and reducing inhibiting work demands. Job Crafting is considered as a change in behavior that is active and real, therefore Tims,

Bakker, and Derks (2012) do not include a cognitive dimension in the Job Crafting concept.

Based on the explanation of the definition above, it can be concluded that Job Crafting is a form of change on personal initiatives carried out by employees in terms of managing job demands and work resources in order to achieve and optimize their work goals.

Perception of Organizational Support

Perception of Organizational Support refers to the employee's view of how much the organization evaluates the contribution made, the provision of support, and concern for the welfare of employees (Rhoades and Eisenberger 2002). Meanwhile, according to (Lansart, Tewal, and Dotulong 2019) "Perception of Organizational Support is a form of attitude, contribution or treatment provided by the organization which is used as a stimulus by its employees about how far the organization where they work appreciates their contribution and cares about their welfare".

According to (Rhoades and Eisenberger 2002), "feeling valued by the organization helps meet employee needs for approval, esteem and affiliation." If in monitoring the organization's employees give appreciation for what they do for the organization, these employees will pay more attention and try to work more. As (Rhoades and Eisenberger 2002), "a positive appraisal of the organization also increases the belief that increased effort in working hard will be rewarded".

Work Engagement

Work Engagement in general is the level of employee commitment to the company and its values Anitha J., (2014). Leaders have a responsibility to provide knowledge of how important employees are to the company in achieving overall business success. When working employees are perceived as belligerent and caring by leaders, it will be attractive for employees to keep working. Authentic and supportive leadership to influence followers to stay engaged in the sense of increasing their contribution, satisfaction, and enthusiasm at work (Schneider et al., 2009 in Anitha J., 2014).

Leadership is a criterion that is recognized as a fundamental factor in providing information on work contributions. Effective leadership is a high-level multi-dimensional order consisting of self-awareness, balanced information processing, relational transparency, and internalized moral standards (Walumbwa et al., 2008 in Anitha J., 2014). According to Nelson and Simmons (2003) in Sinha (2014) views "Work Engagement as a situation when employees feel positive emotions towards their work, find their work personally meaningful, consider their workload manageable, and have expectations about the future of their work". According to Harter et al (2002) in Hanaysha (2016), "Work Engagement is very important for achieving useful business performance results for different organizations". Companies need to provide opportunities for employees to be involved in activities and the basis for making company policies, because they can increase satisfaction and loyalty, increase productivity, and provide more benefits than employees who are less involved.

Research Framework

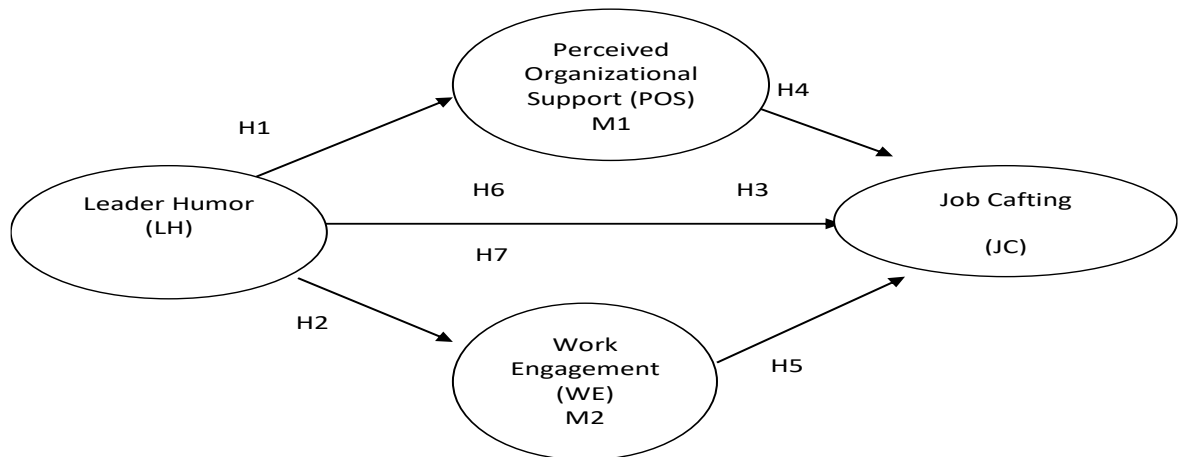


Figure 1. Research Framework.

Research method

Quantitative Method

Based on the dimensions of the research objectives, this research is explanatory research, namely "research whose main purpose is to explain why events occur and to build, describe, expand, or test theories" (Abdillah, 2020:46). This research generally seeks to explain how Leader Humor can provide a Positive Perception of organizational support in the work of employees.

Based on the time dimension of data collection, this study uses a cross-sectional technique, namely "data is collected from research samples at one point in time (single point in time) or over a relatively short period of time" (Abdillah, 2020, 49). Individual perception data regarding Humor Leadership, Perception Of Organizational Support and Employee Work Engagement will be collected using a questionnaire consisting of scientifically determined scales and measures.

Results

Analisis SEM-PLS

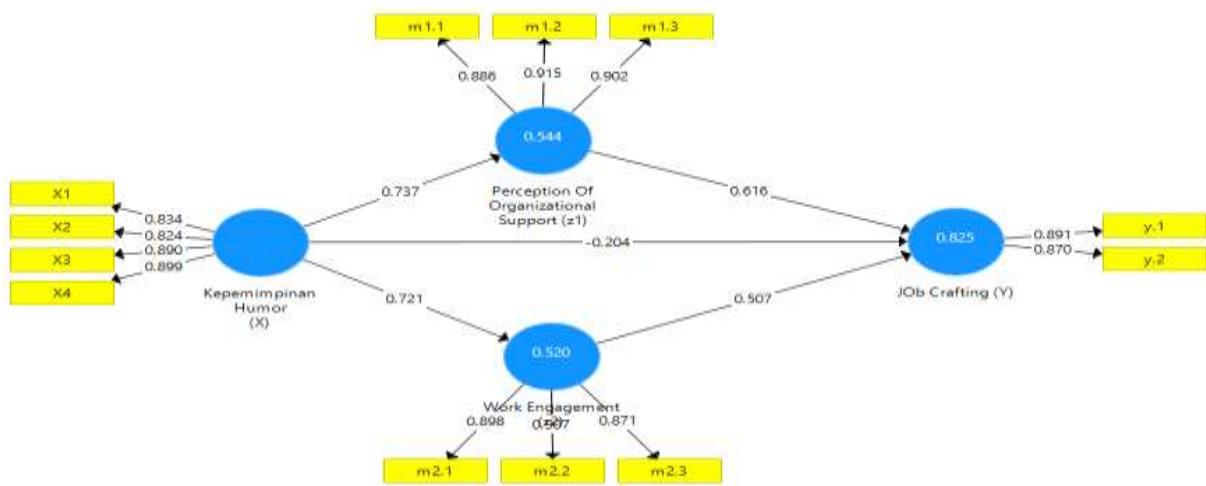


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics (O/STDEV)	P Values	Note:
Leader Humor (X) -> Job Crafting (Y)	-0.204	0.017	Received
Leader Humor (X) -> Perception of Organizational Support (M1)	0.737	0.000	Received
Leader Humor (X) -> Work Engagement (M2)	0.721	0.000	Received
Perception of Organizational Support (M1) -> Job Crafting (Y)	0.616	0.000	Received
Work Engagement (M2) -> Job Crafting (Y)	0.507	0.000	Received
Leader Humor (X) -> Perception of Organizational Support (M1) -> Job Crafting (Y)	0.454	0.000	Received
Leader Humor (X) -> Work Engagement (M2) -> Job Crafting (Y)	0.365	0.000	Received

Notes. Data Olahan, 2023

The influence of Leader Humor on Perception of Organizational Support at the Riau Provincial DPRD Secretariat with a statistical value of $16.242 > 1.9847$. (t table) with a p-value of $0.000 < 0.05$ with a coefficient of influence = 0.737 which indicates a positive direction of influence so that it can be concluded that the null hypothesis (H0) is rejected and H1 is accepted which means that Leader Humor has a positive and significant effect on Perception Of Organizational Support in Secretariat of DPRD Riau Province.

The influence of Leader Humor on Work Engagement at the Riau Provincial DPRD Secretariat with a statistical value of $16.136 > 1.9847$. (t table) with a p-value of $0.000 < 0.05$ with a coefficient value of influence = 0.721 which indicates a positive direction of influence so that it can be concluded that the null hypothesis (H0) is rejected and H2 is accepted which means that Leader Humor has a positive and significant effect on Work Engagement at the DPRD Secretariat Riau Province.

The influence of Leader Humor on Job Crafting at the Riau Provincial DPRD Secretariat with a statistical value of $2.392 > 1.9847$. (t table) with a p-value of $0.017 < 0.05$ with a coefficient value of influence = -0.204 which indicates a negative influence direction so that it can be concluded that the null hypothesis (H0) is rejected and H3 is accepted which means Leader Humor has a positive and significant effect on Job Crafting at the Secretariat DPRD Riau Province.

The effect of Perception of Organizational Support on Job Crafting at the Secretariat of DPRD Riau Province with a statistical value of $7.523 > 1.9847$ (ttable) with a p-value of $0.000 < 0.05$. The value of the coefficient of influence = 0.616 which indicates a positive direction of influence so that it can be concluded that H0 is rejected or the fourth hypothesis (H4) is accepted, which means that Perception of Organizational Support has a positive effect on Job Crafting at the Secretariat of DPRD Riau Province.

The effect of Work Engagement on Job Crafting at the Riau Provincial DPRD Secretariat with a statistical value of $6.161 > 1.9847$ (ttable) with a p-value of $0.000 < 0.05$. The value of the coefficient of influence = 0.507 which indicates a positive direction of influence so that it can be concluded that H0 is rejected or the fifth hypothesis (H5) is accepted, which means that Work Engagement has a positive effect on Job Crafting at the Secretariat of DPRD Riau Province.

The indirect effect of Leader Humor on Job Crafting through Perception of Organizational Support as a mediating variable at the Riau Provincial DPRD Secretariat with a statistical value of $6.398 > 1.9847$. (t table) with a p-value of $0.000 < 0.05$. The coefficient of influence = 0.454 which indicates a positive direction of influence so that it can be concluded that H0 is rejected or the sixth hypothesis (H6) is accepted, which means that the Perception of Organizational Support Variable mediates the relationship between Leader Humor and Job Crafting at the Riau Provincial DPRD Secretariat.

The indirect effect of Leader Humor on Job Crafting through Work Engagement as a mediating variable at the Riau Provincial DPRD Secretariat with a statistical value of $5.696 > 1.9847$. (t table) with a p-value of $0.000 < 0.05$. The coefficient of influence = 0.365 which indicates a positive direction of influence so that it can be concluded that H0 is rejected or the seventh hypothesis (H7) is accepted, which means that the Work Engagement variable mediates the relationship between Leader Humor and Job Crafting at the Secretariat of DPRD Riau Province.

Discussions

The Effect of Leader Humor on Perception of Organizational Support

Based on the research results, it is known that Leader Humor has a positive and significant effect on Perception of Organizational Support at the Secretariat of DPRD Riau Province.

Leadership that is full of humor and inspiration liberates the previous leadership doctrine into leadership that gives employees more freedom through interactive behavior with the aim of increasing leadership effectiveness aimed at achieving organizational goals. The results of this study are not in line with research conducted by Ling Tan, Yongli wang, Wenjing Qian, and Hailing Lu (2020) which has results where the Leader Humor Variable influences Perception Of Organizational Support which can be understood considering that Leader Humor is very much needed by employees, however Organizational support is more important in producing good performance, such as rewards, promotions, listening to subordinates' opinions, and concern for employee welfare. Tension and pressure at work are commonplace for every employee, but strengthening rewards for employee performance will provide a greater sense of comfort for employees.

From the results of the recapitulation of the highest respondent's answers about Leader Humor, the leader warns employees by joking when employees make mistakes and the highest recapitulation of Respondents' answers regarding the Variable Perception Of Organizational Support is My boss will support me when I need support, meaning that employees are always reminded by their leaders through reprimands in the form of a joke, but not all employees understand that the joke is a reprimand from their leadership. The support provided by the leader when needed gives confidence to employees in completing their duties and responsibilities.

The Effect of Leader Humor on Work Engagement

Based on the results of the study it is known that Leader Humor has a significant effect on Work Engagement at the DPRD Secretariat of Riau Province.

Humor signifies support and friendliness of leaders, thereby meeting the socio-emotional needs of their employees (Cooper et al., 2018). Later Work Engagement refers to "a satisfying, affective, motivational state of work-related well-being, defined by passion, dedication, and

absorption" (Schaufeli et al., 2002, p. 74). The effect of Leader Humor on Work Engagement is Leader Humor in a job, namely to defuse a stressful atmosphere within the agency, then with humor by a leader, forming an attitude or condition in an individual, where an employee has a positive attitude regarding behavior in his work that is demonstrated by increased performance at a higher level, commitment to the organization, sense of belonging and pride in work which is marked by vigor and dedication as well as absorption at work. Work Engagement is the attitude and behavior of the degree to which employees at work can express themselves totally both physically, cognitively, affectively, and emotionally. Employees find meaning in work, pride in being part of the company where they work, work to achieve the overall vision and mission of a company. Employees will go the extra mile and strive for work beyond what is expected both in time and energy.

The results of this study are in line with the research by Jingjing Zhang Weilin Su (2020). The results show that leader humor can encourage employee innovative behavior, Work Engagement can mediate the influence of leader humor on employee innovative behavior.

From the results of the recapitulation of the highest respondent's answers about Leader Humor, the Leader warns employees by joking when employees make mistakes and Respondents' answers from the recapitulation of the Work Engagement Variable are. In my work, I feel full of energy, which means that the Leader Humor pattern gives positive energy to employees to keep doing their job seriously and energetically.

The Effect of Leader Humor on Job Crafting

Based on the results of the study it is known that Leader Humor has a positive and significant effect on Job Crafting at the Secretariat of DPRD Riau Province.

The concept of Job Crafting basically comes from the idea put forward by Kulik, Oldham, and Hackman (1987) who stated Job Crafting as an employee initiative in redesigning their work with or without management involvement. Research conducted by Ghitulescu (2006) revealed that task complexity is a significant predictor of the emergence of Job Crafting behavior. This is because employees with complex work assignments will be more related to high levels of task crafting (looking for information related to tasks), cognitive crafting (viewing complex work tasks can help achieve company goals), and relational crafting (asking colleagues who understand more task-related matters) to support them in completing the task.

The most important external factor that can influence the presence of Job Crafting behavior is leadership (Ghitulescu, 2006). Company leaders have an important role in carrying out Job Crafting (Berg, Dutton, & Wrzesniewski, 2007) because company leaders are able to create a work environment that encourages Job Crafting (Holcombe, 2016).

This research is in line with research conducted by Schaufeli (2015) showing results that leaders who inspire, provide strength, and relate well to their employees, can increase the level of Job Crafting carried out by employees. The research was conducted on workers in the Netherlands, the majority of whom work in the health, sales and service sectors. Bakker (2015) through his research on employees in public service companies.

From the results of the recapitulation of the highest respondent's answers about Leader Humor is "The leader warns employees by joking when employees make mistakes" and Respondents' answers from the recapitulation results of Job Crafting Variables are I rearrange equipment or furniture in my own room area "meaning Employees are given the freedom to

be creative completing work such as by making their room as comfortable as possible, the effect of this is that employees feel at home in the room.

The Effect of Perception of Organizational Support on Job Crafting

Based on the research results, it is known that Perception of Organizational Support has a positive effect on Job Crafting at the DPRD Secretariat of Riau Province.

Tims, Bakker, & Derks (2015) have explained that employees who apply Job Crafting in their work can improve better and more efficient performance, and Job Crafting is able to direct their energy to change job characteristics in order to achieve satisfactory goals and results. In addition, when employees perceive organizational support, it strengthens their cognitive and emotional evaluations.

According to (Lansart, Tewal, and Dotulong 2019) "Perception of Organizational Support is a form of attitude, contribution or treatment provided by an organization which is used as a stimulus by its employees about how far the organization where they work appreciates their contribution and cares about their welfare" and Kulik, Oldham, and Hackman (1987) who stated Job Crafting as an employee initiative in redesigning their work with or without management involvement.

Strong organizational support gives flexibility to employees in carrying out their work, so that employees understand and understand the duties and responsibilities they carry out. Employee welfare is the main thing in supporting the work performed by employees. The role of organizational support provides a separate mission for employees in completing their tasks. The results of this study are not in line with research conducted by Devi Rosyana Putri (2021) which suggests that the Perception Of Organizational Support Variable does not have a moderating effect between Job Crafting, which means that Job Crafting provided by Employees is caused by positive organizational support so that it provides opportunities for Employees for creativity.

From the results of the recapitulation of the highest respondent's answers regarding Perception of Organizational Support is ""My supervisor will support me when I need support" and Respondents' answers from the results of the recapitulation of Job Crafting Variables and the fourth statement, namely "I rearrange equipment or furniture in my own room area" meaning that the Leaders always support any changes made by employees, as long as they are within the scope of not violating SOPs and Regulations.

Effect of Work Engagement on Job Crafting

Based on the research results, it is known that Work Engagement has a positive effect on Job Crafting at the Secretariat of DPRD Riau Province.

Work Engagement is a situation where a person is able to commit to the organization both emotionally and intellectually. Work Engagement occurs when someone feels valued, enjoys and believes in the work they are doing. Work Engagement in work is conceptualized as members of an organization who carry out their work roles, work and express themselves physically, cognitively and emotionally while working. This is in accordance with the theory presented by Mujiasih and Ratnaningsih (2012), Work Engagement is a combination of satisfaction and commitment, and that satisfaction refers more to emotional or attitudinal elements, while commitment involves more motivational and physical elements. Work Engagement goes beyond satisfaction to incorporate the various perceptions of employees who collectively demonstrate high performance, commitment, and loyalty.

Job crafting is employee behavior in balancing between job demands with preferences, skills and needs in producing changes in the number of tasks and perspective of workload. When an employee succeeds in creating a work environment characterized by job resources and challenging job demands, their work engagement and job satisfaction can increase.

This research is in line with research conducted by Tri Setia Yulivianto (2019) which states that work involvement successfully mediates the relationship between Job Crafting and employee performance.

From the results of the recapitulation of the highest respondent's answers about Work Engagement is "In my work, I feel full of energy" and Respondents' answers from the results of the Job Crafting Variables recapitulation are "I rearrange equipment or furniture in my own room area" "meaning that there is flexibility in managing the work area/room provides positive energy for employees at work

The Effect of Leader Humor on Job Crafting with Perception of Organizational Support as a Mediating Variable

Based on the research results, it is known that the Perception Of Organizational Support Variable mediates the relationship between Leader Humor and Job Crafting at the Secretariat of DPRD Riau Province.

The leadership humor that is given to employees provides the flexibility to be able to redesign their work on their own initiative, with or without management involvement, so that the work carried out by employees feels easier and more comfortable because there is a balance between demands and work resources with personal abilities or employee needs. . Meanwhile, Perception of Organizational Support is used as positive support from organizations in carrying out employee work to provide maximum performance results in accordance with their Main Performance Index.

This is in line with research conducted by Ling Tan, Yongli wang, Wenjing Qian, and Hailing Lu (2020) which states that the Leader Humor Variable influences Job Crafting mediated by the Perception Of Organizational Support Variable of employees.

The relationship between the Leader Humor variable and the Job Crafting variable through POS is of course very close, this is because without a good Leader Humor, of course, the desire to be creative and redesign an employee's job certainly does not arise from the employee's personality, supported by Organizational support so that whatever is done employees will be appreciated by the Leaders and the Organization.

The Effect of Leader Humor on Job Crafting with Work Engagement as a Mediating Variable

Based on the research results, it is known that the Work Engagement variable mediates the relationship between Leader Humor and Job Crafting at the Secretariat of DPRD Riau Province.

Humor Positive leaders give the impression that employees are valued by their leaders and provide comfort at work. Work engagement occurs when someone feels valued, enjoys and believes in the work they are doing. Work Engagement in work is conceptualized as members of an organization who carry out their work roles, work and express themselves physically, cognitively and emotionally while working. Job crafting is the ability of an employee to redesign their work, if employees are valued and involved in various agency activities, of course they will try their best to provide their best expertise in completing their work.

This is in line with research conducted by Ling Tan, Yongli wang, Wenjing Qian, and Hailing Lu (2020) who concluded that there is a Leader Humor Variable that influences Job Crafting mediated by the Work Engagement Variable. So Work Engagement has an influence in connecting Leader Humor to Job Crafting in achieving organizational goals.

The influence of Leader Humor on Job Crafting through Work Engagement as a mediating variable is very strong because without employee involvement (WE) in each activity, the humor given by the leader will not affect the desire of employees to design their work personally so that the activity/job can be completed safely Good.

Conclusion

Based on the results of the research and discussion used in accordance with the proposed hypothesis, the following conclusions can be drawn:

1. Leader Humor has a positive and significant effect on the Perception of Organizational Support at the Riau Provincial DPRD Secretariat. This means that the better the Leader Humor, the Perception Of Organizational Support will increase. And vice versa, if Leader Humor is not done properly, it will reduce Perception Of Organizational Support.
2. Leader Humor has a positive and significant effect on Work Engagement at the Riau Provincial DPRD Secretariat. This means that the better the Leader Humor, the more Work Engagement. And vice versa, if Leader Humor is not done properly, it will reduce Work Engagement.
3. Leader Humor has a negative and significant effect on Job Crafting at the Riau Provincial DPRD Secretariat. This means that Leader Humor will reduce the level of Job Crafting of employees at the Secretariat of DPRD Riau Province.
4. Perception of Organizational Support has a positive and significant effect on Job Crafting at the Riau Provincial DPRD Secretariat. This means that the better the Perception Of Organizational Support at the institution, the Job Crafting of employees will increase. vice versa,
5. If Perception Of Organizational Support is not done properly, it will reduce employee Job Crafting.
6. Work Engagement has a positive and significant effect on Job Crafting at the Riau Provincial DPRD Secretariat. This means that the better the institution's Work Engagement will increase the Job Crafting of employees. And vice versa, if Work Engagement is not carried out properly, it will reduce employee Job Crafting.
7. Based on the research results, it is known that work discipline is able to mediate the relationship between leadership and employee performance at the Secretariat of DPRD Riau Province. This means that the better the work discipline, the influence between leadership and the performance of employees/staff will be affected
8. Based on the research results, it is known that Perception of Organizational Support is able to mediate the relationship between Leader Humor and Job Crafting at the Secretariat of DPRD Riau Province. This means that the better Perception Of Organizational Support will increase the influence between Leader Humor and Job Crafting
9. Based on the research results, it is known that Work Engagement is able to mediate the relationship between Leader Humor and Job Crafting at the Secretariat of DPRD Riau Province. This means that the better the Work Engagement will increase the influence between Leader Humor and Job Crafting.

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