

Affiliative and Aggressive Humor in Leadership and Mechanism to Creativity and Employee Well Being Via LMX

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ABSTRACT

This study aims to determine the mediation of LMX on the influence of leadership humor which consists of affiliative and aggressive humor, on the mechanism of creativity of subordinates and employee welfare at the Colleges of Economics in Pekanbaru City. This study uses a quantitative approach with the PLS Structural Equation Modeling (SEM) statistical test method. Respondents in this study were all lecturers at the College of Economics in Pekanbaru City. The total population in this study was 173 lecturers spread over 7 Colleges of Economics in Pekanbaru City which were taken using a total sampling technique. This study found that humor leadership has a significant direct effect on leader member exchange, follower's creativity and wellbeing. In addition, humor leadership indirectly affects follower's creativity and well-being through the mediation of leader member exchange. In general, our information set preferably: It makes a direct effect of positive humor styles on pioneers on devotees' prosperity and innovativeness. In addition, this starts this relationship to be more grounded for subordinates with a low power distance direction. What's more, we started interceding properties that were directed through LMX as guessed for all result factors. To begin with, it could be essential to explore the methodology by which positive humor styles in pioneers uncover, eventually, impact adherent imagination and prosperity as do other progressive social variables. From one viewpoint, our outcomes recommend that social methodology might be a method for changing the effect of positive humor styles on pioneers. Although it may be ubiquitous, the phenomenon has received relatively little attention by organizational scholars, perhaps because of its frivolous and playful nature, and because it appears to contrast with the norms of rationality espoused in modern business, education, and government organizations.

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Introduction

Despite the fact that initiative exploration has a long custom in authoritative cerebrum science, it extensively overlooks the job of humor in initiative. Analysts characterize humor leadership (HL) as a correspondence system in view of nonverbal or verbal. Despite the fact that initiative examination has a long custom in authoritative mind science reactions from audience members (Crawford, 1994).

Humor signifies social correspondence that expects to engage (Cooper, 2005; Pundt, 2015) what's more is considered a solid and convincing sort of joint effort in a work setting (Koo et al., 2018; Cooper et al., 2018). Considering that pioneers generally hold power (Koo et al., 2018; Liu & Lin, 2018; Peng et al., 2020), furthermore set the energy for the surge of humor in the workplace (Cooper, 2005; Koo et al., 2018; Cooper et al., 2018; Peng et al., 2020), Our center around humor in administration (HL) with characterize it

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like a pioneer's social correspondence strategy that coordinated at their supporters whose object is to engage adherents and which is viewed as a purposeful demonstration in a work setting (Cooper, 2005). Effective pioneers are great all of the time at utilizing humor to get backing and appreciation, rouse supporters, and in any event, bring enduring recollections (Yam et al., 2018). HL have drawn in expanding consideration from the board specialists as of late (Pundt, 2015; Yam et al., 2018; Cooper et al., 2018). Be that as it may, there are as yet various annoying issues for the restricted writing on HL. To begin with, while the surviving writing on humor in non-authoritative settings frequently looks at changed kinds of humor (Cooper et al., 2018; Jiang et al., 2020; Rosenberg et al., 2021), and not many examinations on HL have analyzed humor style (Huo et al., 2012; Pundt, 2015; Yam et al., 2018).

In any case, total humor will in general be too wide to even think about catching the subtleties of the results (Yam et al., 2018; León-Pérez et al., 2021). Also, past HL investigation about explicit humor taste has would in general zero in at both a positive type of HL for an audit, see (Mendiburo-Seguel et al., 2015; León-Pérez et al., 2021) or a negative type of HL (Schneider et al., 2018; Yam et al. 2018; Plessen et al., 2020), anyway little thought already paid to planning different kinds of humor (Pundt, 2015). Second, albeit negative humor will in general prompt adverse consequences (Williams & Emich, 2014; Huss & Eastep, 2016; Warren & McGraw, 2016), as (Cooper et al., 2018) well know, old assessment essentially features the upsides of HL, for model, preferable trailblazer reasonability (Vecchio et al., 2009; Ruch, 2012; Rosenberg et al., 2021), expanded belief in pioneers (Hughes & Avey, 2009; Choi et al., 2022), expanded devotee work fulfillment, responsibility (Hughes & Avey, 2009; Pundt, 2015; Choi et al., 2022), and OCB (Cooper et al., 2018), senior work bunch execution (Vecchio et al., 2009; Ruch, 2012; Rosenberg et al., 2021), and under devotee passionate weariness with withdrawal (Rosenberg et al., 2021; Choi et al., 2022). Also, past examination on HL has generally researched the impact of HL on mentality or job conduct (Yam et al., 2018; Rosenberg et al., 2021; Choi et al., 2022) with disregarded his impact addition job conduct (Neves, 2013; Cooper et al., 2018; Gkorezis, 2020)

To complete this issue in current writing and to investigate the hidden instrument among HL with representative volume, the point from this research was to explore the impacts of two sorts of HL-Leader Affiliative Humor (LAFH) showing positive types of humor to engage others and LAGH shows a negative type of humor to scorn others (Cann et al., 2009; Frey & Frey, 2020) in worker voices, notwithstanding the hidden intercession instrument. Worker sound, as a sort addition job conduct, alludes to statement from valuable suppositions, worries, or thoughts regarding business related problems (Liang et al., 2012; Sierra, 2013; (Nisar et al., 2020). Design on friendly trade hypothesis SET according to Blau (Delamater, 2006; Nunkoo, 2016; Wang et al., 2020), we examined the leader-member exchange (LMX) as a possible switch. LMX is characterized like "the nature of the relationship that arises among pioneers and their prompt subordinates, given the special attributes of each" (Kang & Stewart, 2007; Gupta & Sharma, 2018; Tremblay et al., 2021).

As an absolute socioemotional resource introduced to pioneers, LAFH implies sponsorship and fellowship and satisfies social and respect needs (Pundt, 2015; Newman et al., 2017; Cooper et al., 2018) liable to cultivate top notch LMX connections, and in this manner, individuals coming up next are doubtlessly associated with casting a ballot to

vindicate the pioneer. Then again, as a pessimistic socioemotional source presented by the pioneer, the LAGH sign of being hostile and offended (Pundt, 2015; Abdillah, 2021; Jiang et al., 2020) is probably going to foster a bad quality LMX relationship, and besides supporters are probably going to diminish their voice or stay quiet to fight back against the pioneer.

We picked LMX as an intervening apparatus in light of the fact that, from one perspective, it implies the worth of altered pioneer and subordinate affiliations, which develop through a progression of hopeful trades and interchanges among supporters and pioneers (Chen et al., 2012; Gu et al., 2015; One & Rahmat, 2022) might be leaned through humor inside initiative. Thusly, LMX is theorized to practice the uniqueness of data and related energy and to calm laborer like requirements for freedom, capacity and family relationship (Graves & Luciano, 2013; K. Lee & Chae, 2017) all of which can uphold supporter innovativeness and prosperity. Albeit experiential examinations of positive humor styles in authority ordinarily support social and intelligent procedural models (Pundt, 2015; Kim et al., 2021; Koo et al., 2018), contemporary investigations have perceived the need to look at hierarchical conduct factors as an outcome (Pundt, 2015) and the specific battle of positive humor styles in initiative might rely upon logical factors and fascinating ideas that unintentionally might be environment of humor (Cann et al., 2009).

Theoretical support

Leadership

Thoughtfully, humor was characterized as "any occasion shared by a specialist (for example a worker) with another individual (for example an objective) that is planned to be entertaining to the objective and that the objective sees as a purposeful demonstration" (Cooper et al., 2018; Newman et al., 2017). Humor is a complicated with various peculiarity, inside administration writing, humor is viewed like a purposeful public correspondence planned to engage (Cooper et al., 2018; Newman et al., 2017). In that interim, pioneer humor is the activity of pioneers who intentionally use humor to lower with the end goal of engaging them (Cooper et al., 2018; Newman et al., 2017).

Earlier review have clarified that pioneer humor could be gainful to associations since pioneers assemble top notch associations with lower (Newman et al., 2017; Cooper et al., 2018). Humor conduct shown to pioneers to lower can empower positive conduct in lower through a top-notch trade connection. SET clarified that's individuals from an association will trade different kinds to assets with in view of such trade, it will deliver an excellent connection (Cooper-Thomas & Morrison, 2018; Cropanzano et al., 2017; Irfan et al., 2020).

Moreover, (Cooper-Thomas & Morrison, 2018; Cropanzano et al., 2017; Irfan et al., 2020) isolated these sorts of assets into two classes: (1) monetary assets; and (2) socio-emotional assets. Financial assets are anything of monetary worth, for example, formal work contracts. In this sort of asset, lower or representatives are relied upon to satisfy existing commitments on the obligations and obligations settled upon in the agreement, consequently, they will be given pay, advantages, and advancements from associations or pioneers.

LAFH is a positive style of humor that benefits others, which is also unconstrained, shrewd and non-furious. LAFH bases on amicable affiliations, going probably as an oil to ease idiosyncrasy and strain and add warmth and closeness to associations. Like self-updating humor, LAFH is strongly associated with self-assurance, confidence, and positive personality, while it is oppositely associated with disquiet and tension. As indicated by (Mendiburo-Seguel et al., 2015; Schneider et al., 2018), when individuals perform well in this kind of humor, they will quite often seem amiable, cordial, blissful, genuinely steady and circumspect. Whenever pioneers utilize this sort of humor in the association, they generally attempt to lessen the feeling of peculiarity with their subordinates and limited the distance between them. They attempt to join colleagues in different ways and lay out a positive helpful climate, in order to spur colleagues to cooperate for the association's objectives. (Ho et al., 2011; Promsri, 2017) likewise gave a guide to clarify approachable humor: a bare chief was incidentally poured over his head with wine by a youthful junior manager during the direction meeting. Similarly as the state of mind was off-kilter, the chief immediately settled the humiliation by tapping his manager on the shoulder, saying that this wouldn't tackle his going bald issue (Ho et al., 2011; Promsri, 2017).

Forceful humor is a negative style of humor that is averse to other people. This sort of humor is joined by derision, mockery and mockery, and corruption of the crowd. Its clients will quite often procure a feeling of predominance. The more deeply the damage to the crowd, the more fulfilled the clients will be, that is to say, they will assemble their bliss on the agony of others. As per the exploration of (Ho et al., 2011; Promsri, 2017), forceful humor has a positive relationship with antagonism, hostility and strain, however whether it is hurtful to one's physical and emotional wellness still needs to be concentrated on (Ho et al., 2011; Promsri, 2017). (Ho et al., 2011; Promsri, 2017) likewise showed with a model: a money expert got back to work subsequent to recuperating from a leg injury, and on the grounds that he was from the post for a really long time, the fiscal summary made by him was clearly off-base. His supervisor prodded him and found out if he couldn't consider cautiously about his work since he had not recuperated from the leg injury (Abdillah et al., 2020; Mallén et al., 2020; Salas-Vallina et al., 2017; Zaim et al., 2021). Clearly, individuals with a forceful humor style will giggle at somebody for their blemishes or for messing up something.

LMX

In an association, subordinates and pioneers trade social assets (social assets) in view of the results of advantages got by the two players (Abdillah et al., 2020; Mallén et al., 2020; Salas-Vallina et al., 2017; Zaim et al., 2021). The insight held by subordinates with respect to regardless of whether intentional activities on their part will be returned by bosses sometime in the not so distant future. Inward pioneers and subordinates to keep up with fairness among sources of info and results to satisfy their commitments in friendly communications (Abdillah et al., 2020; Mallén et al., 2020; Salas-Vallina et al., 2017; Zaim et al., 2021). The trade cycle will then, at that point, structure a solid relationship and positive work perspectives and practices. In excellent social trade connections, common trust, regard and commitment to return/give adjusted assets will quite often happen. Accordingly, subordinates with a high impression of Leader-Member Exchange tend to carry out willful jobs past the conventional obligations that are their commitments since they believe they get social assets from their chiefs (Dulebohn et al., 2012; Park, 2017; V. Robert & Vandenberghe, 2020; Rockstuhl et al., 2012).

The nature of this relationship will frame in bunch and out bunch. Where subordinates who are individuals from the in-gathering will be given greater obligation, regard and consideration than the people who are in the out-bunch. Then again, out bunch individuals will have a more proper relationship with the pioneer. Consequently, the contrast between in-bunch and out-gathering will decide the quality in an association.

Follower Creativity

Imagination intrinsically includes undeniable degree of difficulties, vulnerabilities and hazard, on the grounds that groundbreaking thoughts are not ensured to convey the ideal result. What's more, the novel thoughts produced by devotees may not be essentially empowered or acknowledged by their chiefs (D. J. Hughes et al., 2018; Wajdi, 2018). Along these lines, a workplace that it is protected to face relational challenges and express groundbreaking thoughts is basic for adherent inventiveness, in light of the fact that the climate can inspire and expand one will show imagination (Carmeli et al., 2010, 2014). In particular, in a mentally protected climate, they are bound to face challenges and express novel thoughts on the grounds that the view of safe environment permits them to beat the nervousness and anxiety toward disappointment (Frazier, 2016; Frazier et al., 2017). Interestingly, in a mentally risky climate, they are bound to foster protective direction and are more averse to show imagination at work (West and Richter, 2008). In predictable with our contention, mental security has been found to decidedly impact adherent imagination (Adil & Ab Hamid, 2019; W. Jiang & Gu, 2017; A. Lee et al., 2020; Qu et al., 2017).

Wellbeing

Scholars and analysts have characterized joy and prosperity in an assortment of ways (Dolan & Metcalfe, 2012; F. Jiang et al., 2020; Kalshoven & Boon, 2012; Roche & Rolley, 2011). There are a considerable number of reasonable and functional meanings of these terms, and similar terms have been utilized conflictingly by various creators. A few conceptualizations and operationalizations are grounded, while others are much more up to date and less consensually held. The significant division is between libertine perspectives on prosperity as wonderful sentiments and assessments, versus eudemonic sees which recommend that prosperity includes taking part in conduct that is self-completing, significant, and development delivering (Dolan & Metcalfe, 2012; F. Jiang et al., 2020; Kalshoven & Boon, 2012; Roche & Rolley, 2011).

Workplace well-being is a relatively new concept in the field of management and organizational science, so it has different conceptual and definitions (Browne et al., 2017; J. Li et al., 2013; Rahimnia & Sharifirad, 2015). (Aryanti et al., 2020; Danna & Griffin, 1999) refer to workplace well-being as health and well-being in the workplace, which refers to physical health and psychological health in workers who describe indications of physical health or illness, emotional levels, and health epidemiology levels. mentally. According to (Harter et al., 2004; Dodge et al., 2012; Mogilner et al., 2018; Page, 2005; Mehari, 2015) Working environment prosperity is a feeling of prosperity that specialists get from their work which is connected with the laborers' sentiments overall (center effect) and the inborn and extraneous upsides of (work values). According to (Dodge et al., 2012; Mogilner et al., 2018; Mehari, 2015) workplace wellbeing is an organization's obligation to assist its employees in obtaining what is their right by giving them the freedom to

achieve it so that positive emotions arise from employees. characterized by employee mental health, resulting in happier and more productive employees.

Hypothesis Development

SET proposes that people trade various kinds of assets, and the interaction can bring about top notch connections relying upon the sorts of assets traded (Harter et al., 2004; Dodge et al., 2012; Mogilner et al., 2018; Page, 2005; Mehari, 2015). As per (Cooper et al., 2018), for pioneer adherent trade in an authoritative setting, first, socioemotional assets are traded intentionally. Second, the exact worth of socioemotional assets can't be estimated. Third, the entertainer anticipates intentional correspondence from the objective. Fourth, the trading of socioemotional assets, frequently appraised as "images of help or benevolence" (Harter et al., 2004; Dodge et al., 2012; Mogilner et al., 2018; Page, 2005; Mehari, 2015), is probably going to work with extraordinary connections that are portrayed as trust, regard, and enjoying.

While administration research has broadened practice in chief brain science (Arnold, 2017; Arnold & Connelly, 2013; Baysak & Yener, 2015), it comprehensively loathes the clever piece of initiative. Early examinations have uncovered that positive humor administration is related with worker responsibility, activity or joy, or (M. Kim & Beehr, 2018; Mtsweni et al., 2020). We can characterize humor in initiative as an extraordinarily unmistakable social conduct (Bakker & van Woerkom, 2017; C. Robert & Wilbanks, 2012; Zhang & Su, 2020), whose establishment is hilarious vocal and nonverbal exercises (Bhattacharyya et al., 2019; Romero & Cruthirds, 2006), purposely molded through managers (humor makers).) with the goal that it can engage one specific supporter or which can be an assortment of gatherings (future beneficiaries of humor, particularly in authority) (Cooper, 2005; Cooper et al., 2018).

As indicated by SET (Harter et al., 2004; Dodge et al., 2012; Mogilner et al., 2018; Page, 2005; Mehari, 2015), we contend that through laying out high or inferior quality social trade connections, HL, which fills in as a socio-emotional asset for pioneer supporter trade, can work with or limit devotee voice, i.e., LMX, "social quality." that emerge among pioneers and their prompt subordinates, given the exceptional attributes of each" (Garg & Dhar, 2014; K. Lee & Chae, 2017; Tremblay et al., 2021; Volmer et al., 2012), is probably going to intervene the connection among HL and worker voice. (Cooper, 2005; Cooper et al., 2018) shows that one of the huge impacts of humor is connection building. During the method involved with trading assets, a pioneer and a supporter will foster a high or inferior quality LMX connection relying upon their correspondence and conduct reactions (Garg & Dhar, 2014; K. Lee & Chae, 2017; Tremblay et al., 2021; Volmer et al., 2012).

While pioneers intentionally but without commitment enter into a humorous covenant with members, LAFH (considered less dangerous and safer), as a positive social-emotional asset that pioneers exhibit, evoke support and camaraderie, address security and social issues and take into account the needs of members (Pundt, 2015; Cooper-Thomas & Morrison, 2018; Newman et al., 2017), and exhibit that pioneers will impart data to adherents and decrease their social distance (Cooper-Thomas & Morrison, 2018; Cooper et al., 2018; Newman et al., 2017). Accordingly, the more pioneers exchange LAFH as a positive socio-emotional asset with supporters in the development of episodes, the more likely advocates are to see and appreciate pioneering help and kindness as well as relationship building efforts, and it is almost certain that a great LMX connection will be created.

H1: Positive relationship between HL Affects LMX

As per (Choi et al., 2022; Plessen et al., 2020; Romero & Cruthirds, 2006; Rosenberg et al., 2021; Williams & Emich, 2014) In this review, we guessed the worth of pioneer and subordinate relationship as LMX, bond with subordinates. The principle origination of the LMX thought is that a specific chief accumulates select and separated relationship with every single devotee (Babič, 2014; Chen et al., 2012; Gupta & Sharma, 2018; Newman et al., 2017; Tremblay et al., 2021). As indicated by Scandura, TA and Lankau, 1996). Besides, LMX can be characterized as "advantage affiliations that arise among pioneers and those through subordinates, settling on the elite qualities of people". Excellent LMX affiliations are explained liability regarding shared trust, honor, and obligation and are for the most part founded on commitments and suffering correspondence (Garg & Dhar, 2014; K. Lee & Chae, 2017; Tremblay et al., 2021). LMX develops through a progression of hopeful endeavors that interface association and correspondence among adherents and pioneers (Babič, 2014; Chen et al., 2012; Gupta & Sharma, 2018; Newman et al., 2017; Tremblay et al., 2021). Humor in authority might sponsor this association of hopeful endeavors.

Observational signs generally support this plan (Bhattacharyya et al., 2019; Fatima et al., 2021) evoked a positive relationship between sure LMX and humor style in administration in a cross-sectional review. (Fatima et al., 2021; Wisse & Rietzschel, 2014) have uncovered a positive connection among LMX and local area humor in a multi-source examination of bothered organizations. (C. Robert et al., 2016; Yang et al., 2021) didn't get any sign concerning this social methodology of humor. Also, (Browne et al., 2017; C. Kim et al., 2021; M. Kim et al., 2018) determine relationship between certain humor in administration and social separation among subordinates and ward pioneers on subordinates having faith in one's vanguard being a "useful citizen" propelling the government assistance of the bigger gathering. In this manner, LMX is depended on to be decidedly connected with intrinsic creative mind.

Basically, adherents in better LMX associations "reimburse" their chief by participating in extra (i.e., discretionary) work rehearses that benefit the trailblazers and others in the workplace (B. Li & Ye, 2015; Sepdiningtyas & Budi Santoso, 2017; Terpstra-Tong et al., 2020). The fundamental rule of pioneer part segment exchanging (LMX) is that pioneers make different sorts of exchange relationship with adherents too whose normal connections influence the pioneer and huge delegates (B. Li & Ye, 2015; Sepdiningtyas & Budi Santoso, 2017; Terpstra-Tong et al., 2020). Since the connection between various pieces of initiative and prosperity results has been examined widely in various administration literary works (eg, the impacts of pioneer conduct, groundbreaking power and pioneer part exchange on adherent fulfillment (B. Li & Ye, 2015; Sepdiningtyas & Budi Santoso, 2017; Terpstra-Tong et al., 2020), we decided to focus just on sure humor styles by means of LMX that improve devotee prosperity (WB).

Therefore, in response to a high LMX connection, all things considered, subordinates will pass the behavioral requirements in a balanced job or social trade (Demir & Saylik, 2021; Tziner et al., 2015). According to (Newman et al., 2017; Tremblay et al., 2021; Volmer et al., 2012) Moreover, this high quality LMX will enhance the creativity of followers towards subordinates. Based on the comments above, we hypothesized that positive humor styles enhance subscribers' imaginations and well-being as LMX mediates this connection.

Expanding this class, supporter imagination catches the sort of laborer conduct that is wanted to work on the association by having a tendency to ascribe the workplace to be inefficient or pointless (Gupta & Sharma, 2018; Tremblay et al., 2021). Natural techniques connected with humor in initiative, they industriously represent adherent innovativeness (FC) in light of the fact that they offer positive character related data to subordinates. Through humor, pioneers can lessen the glaring idea of moderate difference (Cooper et al., 2018), offer self-divulgence material, as well as make a casual work air. In this manner, we recommend a positive connection between and positive humor in administration. Likewise, we consider LMX to intercede the connection between devotee imagination and humor in initiative given the way that a pioneer with humor offers positive relationship to his subordinates (Pundt, 2015; Cooper et al., 2018). Thusly, subordinates with a lower power distance direction will be boosted from this social system beginning with positive humor in administration to bring down levels than affiliations and subordinates with a high certain humor style.

LMX alludes to the dyadic trade of boss laborers that has been found to impact work perspectives and worker prosperity (Abdillah, 2021; Abdillah et al., 2020). Numerous philosophical, significant, and mental propensities underline the significance of the care characteristic to help and advance WB (Bhattacharyya et al., 2019; Mogilner et al., 2018) According to Slitter, M., Kale, A. what's more (Choi et al., 2022; Ho et al., 2011; Rosenberg et al., 2021) certain humors are for the most part the "ace formula" since they are negatively corresponded with laborer weariness following problematic practices in the workplace. Routinely, these outcomes are upheld by meta-illustrative markers submitted through (Choi et al., 2022; Rosenberg et al., 2021). As per the speculative model of the positive humor style (Choi et al., 2022; Plessen et al., 2020), positive humor in authority has a functioning and optimistic result in that it accounts satisfaction, positive energy driven by the state (Gkorezis, 2020; Plessen et al., 2020). Besides, hopeful pioneer and subordinate alliance, which might be consoled by humor in initiative with subordinates (Pundt, 2015), can be considered an expert handle that supports imperativeness and satisfaction of essential requirements, lessens work pressure, and helps subordinates by developing positive people. progressively unique in their work (Frey & Frey, 2020; Peng et al., 2020) as a reason for subordinates in a low power distance direction. Thusly, a positive style of humor in administration can adjust the obliteration of imperativeness and motivation that directs the substance of burnout. As per our recently referenced assessment.

H2: *LMX mediates the relationship between HL and FC*

H3: *LMX mediates the relationship between HL and FC*

Research Framework

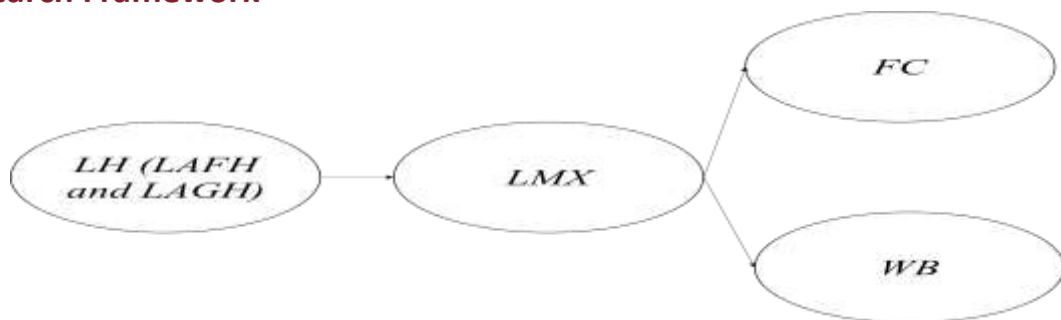


Figure 1. Research Framework.

Research method

Quantitative Method

This study uses quantitative techniques in collecting research data, while to test the hypothesis, this study plans to use primary data types, namely in the form of a questionnaire. The questionnaire will be designed using closed questions, namely questions for which alternative answers have been provided, so that respondents only need to choose one answer that is considered the most appropriate. The total population in this study was 173 lecturers spread over 7 Colleges of Economics in Pekanbaru City. Because the population is still within the reach of the researcher, in this study 173 questionnaires will be distributed to all lecturers at the College of Economics in Pekanbaru City.

Since the instrument used to measure all factors in this study was taken from a diary article written in English, all survey items were converted into Indonesian using a "back system interpretation" procedure in which all items will be described from the first language to Indonesian and thereafter. making interpretations back to the first language to ensure the interpretation results do not reduce the substance of all poll items (Rahmat et al., 2020; Colina et al., 2017; Abdillah, 2021).

Leader humor

We assessed positive humor styles in pioneers, for example, forceful and affiliative humor using to according Martin (Mendiburo-Seguel et al., 2015; Mtsweni et al., 2020; Schneider et al., 2018) eight thing scale for each humor in authority estimation, Participants assessed the style of the trailblazers' shrewdness on a seven-point Likert-scale from 1= "strongly differ" or 7= "strongly concur", the sample items consist of:

a. Affiliative Humor

- "I usually don't laugh or joke around much with other people"
- "don't have to work very hard at making other people laugh—I seem to be a naturally humorous person"
- "I rarely make other people laugh by telling funny stories about myself"
- "I laugh and joke a lot with my closest friends"
- "I usually don't like to tell jokes or amuse people"
- "I enjoy making people laugh"
- "I don't often joke around with my friends"
- "I usually can't think of witty things to say when I'm with other people"

b. Aggressive Humor

- "If someone makes a mistake, I will often tease them about it"
- "People are never offended or hurt by my sense of humor"
- "When telling jokes or saying funny things, I am usually not very concerned about how other people are taking it"
- "I do not like it when people use humor as a way of criticizing or putting someone down"
- "Sometimes I think of something that is so funny that I can't stop myself from saying it, even if it is not appropriate for the situation"
- "I never participate in laughing at others even if all my friends are doing it"
- "If I don't like someone, I often use humor or teasing to put them down"
- "Even if something is really funny to me, I will not laugh or joke about it if someone will be offended"

LMX

The Leader-Member Exchange (LMX) in this study was measured using an 8-item measurement scale developed by Bernerth and has been adopted into the Indonesian version (Abdillah, 2021). Eight-item scale for each LMX estimation, Participants assessed the style of the trailblazers' astuteness on a seven-point Likert-scale from 1= "strongly differ" or 7= "strongly concur", the sample question items consist of:

- "My leader and I have a two-way exchange relationship"
- "I do not have to specify the exact conditions to know my leader will return a favor"
- "If I do something for my immediate leader, he/she will eventually payback to me"
- "I have a balance of inputs and outputs with my leader"
- "My efforts are reciprocated by my leader"
- "My relationship with my leader is composed of comparable exchanges of giving and taking"
- "When I give effort at work, my leader will return it"
- "Voluntary actions on my part will be returned in some way by my leader"

Follower creativity

We estimated FC using (George & Zhou, 2001) 13-item scale by requesting that boss' reaction their subordinates, innovation. Test things are 'The specialists considers novel and realistic designs to grow execution' and 'The subordinate proposes better ways to deal with fabricate greatness.' The response configuration was a seven-point scale running from 1, "not under any condition trademark," to 7, "trademark", the sample question items consist of:

- "Suggests new ways to achieve goals or objectives"
- "Comes up with new and practical ideas to improve performance"
- "Searches out new technologies, processes, techniques, and/or product ideas"
- "Suggests new ways to increase quality"
- "Is a good source of creative ideas"
- "Is not afraid to take risks"
- "Promotes and champions ideas to others"
- "Exhibits creativity on the job when given the opportunity to"
- "Develops adequate plans and schedules for the implementation of new ideas"
- "Often has new and innovative ideas"
- "Comes up with creative solutions to problems"
- "Often has a fresh approach to problems"
- "Suggests new ways of performing work tasks"

Wellbeing

Business related WB was assessed by six things reliant upon the WHO-five WB scale (Brähler et al., 2007; Lambert et al., 2020) , which uses a 5-point Likert scale going from 1= "not under any condition" to 7= "completely", the sample question items consist of:

- "I have felt cheerful and in good spirits"
- "I have felt calm and relaxed"
- "I have felt active and vigorous"
- "I woke up feeling fresh and rested"
- "My daily life has been filled with things that interest me"

Results

Analisis SEM-PLS

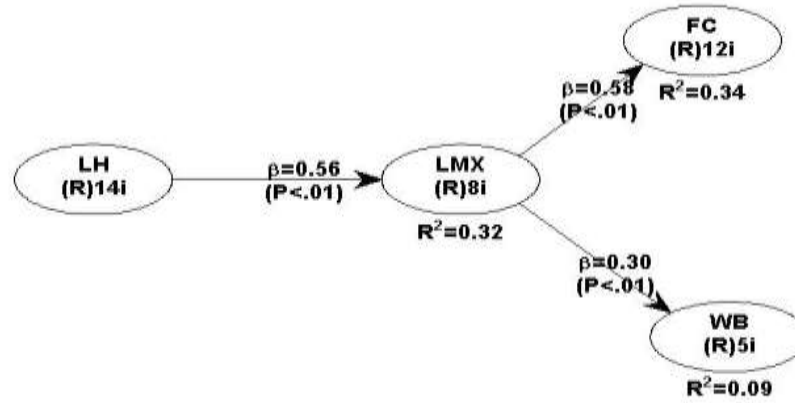


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Relationship between variables		Path Coefficient		Significance Level	
Eksogen	Endogen	Coeff.	P-value	value	Ket.
LH (X)	FC (Y)	0.329	<0.001	P<0.001	Significant Positive
LH (X)	WB (Y)	0.170	0.022	P<0.001	Significant Positive
LH (X)	LMX (Z)	0.564	<0.001	P<0.001	Significant Positive
LMX (Z)	FC (Y)	0.584	<0.001	P<0.001	Significant Positive
LMX (Z)	WB (Y)	0.302	<0.004	P<0.001	Significant Positive
LH (X) → LMX (Z)	FC (Y)	0.341	<0.001	P<0.001	Mediate
LH (X) → LMX (Z)	WB (Y)	0.091	<0.001	P<0.001	Mediate

Notes. Data Olahan, 2023

In this review, we inspect the connection between sure humor styles in pioneer and subordinate prosperity and devotee inventiveness. We recognized an intercession model directed with LMX as intervening and subordinate power distance direction as interceding. In general, our information set preferably: It makes a direct effect of positive humor styles on pioneers on devotees' prosperity and innovativeness. In addition, this starts this relationship to be more grounded for subordinates with a low power distance direction. What's more, we started interceding properties that were directed through LMX as guessed for all result factors.

Discussions

Blended with hypothetical viewpoints (Inceoglu et al., 2018; F. Jiang et al., 2020; Sechel, 2021) and past decisions, our outcomes depict a positive humor style in pioneers that is decidedly connected with required subordinate factors, like subordinate innovativeness and WB. Accordingly, momentum research has ideas for authority research that sponsor an exhaustive investigation of viable administration practices (Cooper, 2005; Cooper et al., 2018). The aftereffects of this study support humor as a viable pioneer conduct. Also, this study can uncover conflicts regardless of whether fulfillment and WB (Bhattacharyya et al., 2019; Chughtai et al., 2015; Rahimnia & Sharifirad, 2015). Albeit past examinations have to a great extent fixated on the unlimited interceding effect of humor through

friendly instruments, this sway likewise has all the earmarks of being reliant upon individual subordinate changes.

The discoveries of our review have something like two critical hypothetical ramifications. To begin with, in light of calls for division of various administration styles of humor (F. Jiang et al., 2020; Plessen et al., 2020; Rosenberg et al., 2021; Yam et al., 2018), we have extended examination into working environment humor by researching how LAFH and LAGH impact adherent voice conduct. Different styles of humor have regularly been consolidated in past examination on HL (Cooper et al., 2018; Pundt, 2015; Rosenberg et al., 2021), albeit the current writing on humor in non-hierarchical settings regularly looks at changed kinds of humor (e.g., Martin et al. al. 2003; Kuiper and Leite2010; Hampes2016) and total humor might be too wide to even think about catching the subtleties of the outcomes (F. Jiang et al., 2020; Plessen et al., 2020; Rosenberg et al., 2021; Yam et al., 2018). We attest that as a more explicit component, humor style ought to be considered in getting the impact of HL, and different HL styles will more often than not produce various outcomes. Our review is one of a handful of the to zero in on the positive (LAFH) and positive types of HL (LAGH) all the while.

These outcomes show which positive humor styles in pioneers are emphatically connected with supporter inventiveness and WB. These outcomes might illuminate the contention regarding whether humor may be a huge instrument of initiative (F. Jiang et al., 2020; M. Kim & Beehr, 2018; Lambert et al., 2020; Mogilner et al., 2018). In view of the outcomes, positive humor style in pioneers is truly significant as it works on the connection between bosses, subordinates and finances the essential results. While we started a positive humor style in pioneers to be less compelling for subordinates with a powerful distance direction, its relationship with hopeful outcomes didn't contrarily affect these subordinates. Along these lines, a positive humor style in pioneers doesn't hurt subordinates who are high in power distance direction. This basically seems, by all accounts, to be a more effective exertion for subordinates in a low power distance direction. Albeit, accepting some further dormant limit circumstances, this choice has not yet been settled on additional examination and ought to be addressed during significant upgrades. In view of our outcomes, humor preparing for pioneers might be a beneficial undertaking (Ho et al., 2011; León-Pérez et al., 2021; Warren & McGraw, 2016). At any rate, it could be beneficial to contain a humor module in generally initiative preparation (Cooper et al., 2018; Pundt, 2015; Rosenberg et al., 2021). In any case, we should recall which humor isn't all, in light of our outcomes, we can say that it is emphatically connected with the reliant variable as well as different types of initiative conduct. Continuing further, we don't have any idea yet whether humor isn't brief for other viable administration processes, however can build devotee and WB innovativeness. In light of our outcomes, humor preparing for pioneers might be a beneficial undertaking (Ho et al., 2011; León-Pérez et al., 2021; Warren & McGraw, 2016). At any rate, it could be advantageous to involve a humor module in general initiative preparation (Cooper et al., 2018; Pundt, 2015; Rosenberg et al., 2021). Be that as it may, we should recollect which humor isn't all.

In light of our outcomes, we can say that it is decidedly connected with the reliant variable as are different types of administration conduct. Continuing further, we don't have the foggiest idea yet whether humor isn't transitory for other viable authority processes, yet can build adherent and WB innovativeness. In view of our outcomes, humor preparing for pioneers might be an advantageous undertaking (Ho et al., 2011; León-Pérez et al., 2021;

Warren & McGraw, 2016). At least, it could be advantageous to involve a humor module in generally initiative preparation (Cooper et al., 2018; Pundt, 2015; Rosenberg et al., 2021). In any case, we should recall which humor isn't all. In light of our outcomes, we can say that it is decidedly connected with the reliant variable as are different types of authority conduct. Continuing further, we don't have the foggiest idea yet whether humor isn't impermanent for other successful initiative cycles, however can expand adherent and WB imagination.

In different spots that share systemic imperatives, future examination could likewise think about the outcomes of additional reviving outcomes. To begin with, it could be essential to explore the methodology by which positive humor styles in pioneers uncover, eventually, impact adherent imagination and prosperity as do other progressive social variables. From one viewpoint, our outcomes recommend that social methodology might be a method for changing the effect of positive humor styles on pioneers. On the other hand, Robert, C. also, Wilbanks, 2012) have estimated that the effect of workplace humor is molded by feeling/solid methodology.

Conclusion

This study was intended to expand comprehension of the connection between pioneers' utilization of positive humor as seen by their supporters, their adherents' work and innovative self-viability, and the resulting results of individual devotees' imaginative execution. Specifically, this exploration is intended to advise our arrangement regarding how the utilization of humor by pioneers can create positive (or negative) results. As proposed here, the causal component or connection between pioneers' utilization of positive humor and individual results is adherent self-viability. Accordingly, this study was created to move the consideration of examination on humor in associations from engaging arrangements of results or the quantity of social frequencies, and toward a clarification of cycles, like the exploration directed by (Cooper, 2005; Cooper et al., 2018).

Perceiving that the LMX may not be the main possible middle person between pioneers' utilization of humor as seen by their adherents and devotees' imaginative exhibition (as perceived by leaders or by followers), the hypothesis and analysis were also designed to clarify whether positive use of humor by leaders might be directly affect followers' creative performance. These outcomes, or their variants (eg, job performance), have long been studied by organizational experts (Qian et al., 2017; Qu et al., 2017; Sepdiningtyas & Budi Santoso, 2017) as important for organizational effectiveness. Therefore, this study was designed to reveal whether and how leaders' use of humor could contribute to these outcomes.

At last, this study was intended to add to the current writing on imagination and prosperity. The significance of imaginative execution and ensuing hierarchical advancement for people and associations can't be undervalued (Qian et al., 2017; Qu et al., 2017; Sepdiningtyas & Budi Santoso, 2017). Thus, the more that is known about the antecedents of creative performance, the more likely it is that individuals and organizations will be able to improve that performance.

Overall, this research has the potential to improve our understanding of humor, a common organizational phenomenon (Choi et al., 2022; Yang et al., 2021). Although it may be ubiquitous, the phenomenon has received relatively little attention by organizational scholars, perhaps because of its frivolous and playful nature, and because it appears to

contrast with the norms of rationality espoused in modern business, education, and government organizations (Gkorezis, 2020; Koo et al., 2018; León-Pérez et al., 2021). As this and other studies suggest (Choi et al., 2022; Yang et al., 2021), however, humor in organizations appears to produce consequences for bottom line and other interesting outcomes, such as creative performance and employee satisfaction. . For this reason, it seems that it is time to pay serious attention to the construction of humor in organizations.

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