

THE IMPACT OF HUMOR STYLE TOWARDS JOB SATISFACTION WITH LEADER-MEMBER EXCHANGE AS MEDIATOR

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Abstract - This research examines the role of humor style towards job satisfaction, with supervisor-subordinate relationship quality as the mediator. Job satisfaction is the staff's behavior or evaluation towards his/her job. The humor styles examined in this study are affiliative humor (humor sourced from someone else's positivity) and aggressive humor (humor sourced from someone else's negativity). The amount of participants included is 148 from PT. X. The advancements from this research can be used to increase staff's job satisfaction, based on the usage of humor style and supervisor-subordinate relationship quality.

Keywords - Humor Style, Supervisor-Subordinate Relationship Quality, Bank Employee

I. INTRODUCTION

Job satisfaction is an pleasant emotional state because one has achieved values that are important in someone's work (Locke, 1969). For example, values that are important can be supervisory support, support from co-workers; someone who got all of the values will be satisfied. Someone with a job satisfaction will be more productive when doing her/his work; job satisfaction is positively correlated with job performance (Meneghel, Borgogni, Miraglia, Salanova, & Martinez, 2016; Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2016). Furthermore, employee's job satisfaction is positively correlated with consumer's satisfaction (Zablah, Carlson, Donovan, Maxham, & Brown, 2016). Other than that, people who has job satisfaction will retent on their job (Lee, Miller, Kippenbrock, Rosen, & Emory, 2017; McIntyre, Mattingly, Lewandowsky, & Simpson, 2014). Also, job satisfaction affects affective commitment directly (Hamidah, Mukhtar, & Karniati, 2017). This statement is also supported by Diestel, Wegge, and Schmidt (2014), who found that there is a negative relationship between job satisfaction and absenteeism. Those who are satisfied with their jobs will act positively on their job environment (Fu, 2013; Lo Lacono, Weaven, & Griffin, 2016).

Robert, Dunne, dan Iun (2015) said that job satisfaction can be explained by the interaction between humor style and leader-member exchange. Their research is done based on Cooper (2008) which is a meta-analysis research. Job satisfaction is measured using the scale developed by Cammann, Fichman, Jenkin, and Klesh (2017). The result showed that humor style is correlated with job satisfaction, with leader-member exchange as moderator. Humor styles (affiliative and aggressive)

significantly predict job satisfaction if the person has a good leader-member exchange, it especially appears on aggressive humor.

We assumed that leader-member exchange may not only be moderator, but it can be seen as a mediator, for 3 reasons: (a) First, leader-member exchange is predicted by humor styles (Gkorezis, Petridou, & Xanthiakos, 2014); (b) Second, leader-member exchange is correlated with job satisfaction (Loi, Chan, & Lam, 2013; Flickinger, Allscher, & Fiedler, 2016); (c) Third, humor aggressive is not always consistently correlated with job satisfaction (Ruzgar, 2018). In conclusion, the relationship between humor style and job satisfaction is unstable and need further considerations, with leader-member exchange seen as mediator.

Humor Style

According to Martin (2007), humor is a positive concept which refers to anything said or done that are considered as funny. Robert and Willbanks (2012) stated that humor is an affective event that has positive impacts on an employee and the work environment. Affective events theory explains how emotions and mood affect job satisfaction (2015), humor style (affiliative and aggressive) can be said as variables that predict job satisfaction.

Affiliative humor style refers to the tendency of daying funny things, say spontaneous jokes to entertain others, facilitate interpersonal relationship and reduce awkwardness (for example, "I enjoy making people laugh"). Aggressive humor style refers to the tendency of saying jokes that criticize or manipulate others, like using sarcasm, mocking and degrading (being racist/sexist), for example "If someone makes a mistake, I will often mock her/him about it.

Leader-Member Exchange

Leader-member exchange is the interpersonal relationship quality between supervisor and subordinate, which can be explained by leader-member exchange theory (LMX). According to Graen and Uhl-Bien (1995), has several indicators including: respect (supervisor and sub-ordinate honoring each other), trust (mutual trust between supervisor and sub-ordinate), and obligation (responsibilities at workplace which develop into leader-member exchange).

Leader-Member Exchange as Mediator between Affiliative Humor Style and Job Satisfaction

The relationship between affiliative humor style and job satisfaction can be explained indirectly with the leader-member exchange mechanism. The impact of humor style towards leader-member exchange can be explained by relational process model of humor theory, and the impact of leader-member exchange towards job satisfaction can be explained with social exchange theory.

Relational process of humor theory explained that using humor will reduce the hierarchical difference and help facilitate a positive relationship between supervisor and sub-ordinate (Cooper in Pundt & Venz, 2016). Social exchange theory explains that people exchange material and non-material things, such as affection, information, and respect (Homans, 1958). The exchange will result in the other person replying things that she/he has gotten.

Affiliative humor style can create a positive relationship between supervisor and sub-ordinate, thereby increasing leader-member exchange. Leader-member exchange is indicated by affection, information, and respect from supervisor, which will make sub-ordinate respond to what they got. Subordinates respond with an attitude, which is job satisfaction (Witt, 1991). This statement is also supported by previous findings (Fiori, Bollmann, & Rossier, 2015; Adil & Kamal, 2016). Affiliative humor style predicts job satisfaction, with leader-member exchange as mediator. The more the usage of affiliative humor style, the better the leader-member exchange, and the higher job satisfaction will become.

H₁: Affiliative humor style predict job satisfaction with leader-member exchange as mediator.

III. RESULTS AND DISCUSSION

	Aspect	Scale	Mean	SD	Min	Max
1	JS	1 s.d 4	2.92	0.09	2.13	3.81
2	JS - IR	1 s.d 4	2.89	0.12	1.94	3.81
3	JS - OER	1 s.d 4	2.83	0.16	1.19	4

Leader-Member Exchange as Mediator between Aggressive Humor Style and Job Satisfaction

Just like affiliative humor style, aggressive humor style and job satisfaction can be explained using relational process of humor theory (Cooper in Pundt & Venz, 2016), and the impact of leader-member exchange towards job satisfaction can be explained with social exchange theory (Homans, 1958). Scogin and Polio in Robert et al. (2015) stated that individuals that use aggressive humor style refers to other people as a subject of mocking, which can increase the bond or trust in the workplace (Terrion & Ashforth dalam Robert et al., 2015). It can be said that, based on relational process of humor theory, humor creates a positive relationship and it indicates the bond and leader-member exchange.

Furthermore, the higher the use of aggressive humor style, the more leader and member will exchange affection, information, and respect, which will make subordinates feel satisfied.

H₂: Aggressive humor style predict job satisfaction with leader-member exchange as mediator.

II. METHODS

2.1. Procedures

The participants are employees from Banking Firm X. From 149 participants that fill the form, one participant has a low level of humor control items and thereby do not like humor usage. Thereby, we removed that one participant and processed 148 participants (all participants are subordinates). Other than that, we use data from 148 branch manager/sub-branch manager who are the supervisors of all 148 participants. In other words, leader-member exchange will be measured combining the perception of supervisor (leader) and sub-ordinate (member).

Job satisfaction is measured using Job Satisfaction Measurement Scale (Suyasa, 2007), with 4 aspects: (a) intrinsic reward; (b) organizational extrinsic reward; (c) social extrinsic reward; (d) convenience extrinsic rewards (should have a negative relationship with job satisfaction). Humor style is measure using Humor Style Questionnaire (HSQ) by Martin et al. (2003), which measures affiliative humor style and aggressive humor style. Humor style is measures using LMX-7 (Graen & Uhl-Bien, 1995).

4	JS -SER	1 s.d 4	3.25	0.15	1.94	4
5	JS - CEC	1 s.d 4	2.49	0.14	1.75	4
6	LMX Quality	1 s.d 5	3.66	0.42	1.56	3.44
7	Aff HS	1 s.d 5	3.56	0.41	2.5	3.44
8	Agg HS	1 s.d 5	2.23	0.43	2.69	3.06

Notes. JS = Job Satisfaction; IR = Intrinsic Reward; OER = Organizational Extrinsic Reward; SER = Social Extrinsic Reward; CEC = Convenience Extrinsic Cost; LMX Quality = Leader-Member Exchange; Aff HS = Affiliative Humor Style; Agg HS = Aggressive Humor Style

Table1 - Descriptive Statistics

Descriptive Statistics of Job Satisfaction

Based on descriptive statistics result, job satisfaction is found at $M = 2.92$ ($SD = 0.09$); the minimum value of job satisfaction is 2.13, and maximal value 3.81, with middle point of 2.5. The mean of job satisfaction is within the middle point range. In conclusion, job satisfaction is at the average level. In conclusion, leader-member exchange at Firm X is considered as high. For more information, look up at Table 1.

Descriptive Statistics of Leader-Member Exchange

The mean of leader-member exchange is 3.66 ($SD = 0.42$, $min = 2.63$, $max = 4.69$), with the scale of 1-5. From 148 participants, it is found that 55 participants (37.2%) has an average level (2.5-3.49) of leader-member exchange 93 participants (62.8%) has a high level of leader member exchange (≥ 3.5). In conclusion, leader-member exchange at Firm X is considered as high. For more information, look up at Table 1.

Descriptive Statistics of Humor Style

Descriptive Statistics of Affiliative Humor Style

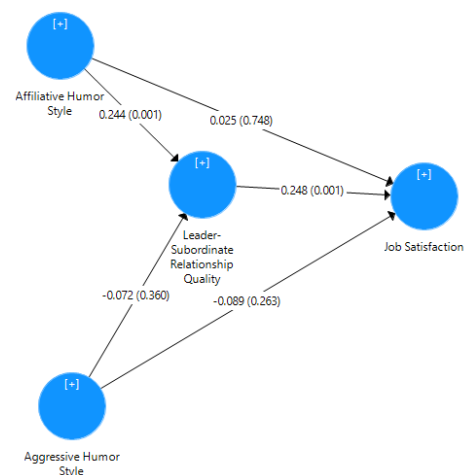
Based on statistical results, we found that affiliative humor style usage by supervisor is at $M = 3.56$ ($SD = 0.41$), with minimum value 2.5 and maximum 3.44, and the middle point is at 3. The mean of affiliative humor style is higher than the middle point, which means that supervisors at Firm X has the tendency to do affiliative humor style by praising supervisors to make them laugh. For more information, look up at Table 1.

Descriptive Statistics of Aggressive Humor Style

Based on statistical results, we found that aggressive humor style is at $M = 2.23$ ($SD = 0.43$), with the minimum value of 2.69 and maximum value 3.06. The mean is lower than the middle point, which means supervisor at Firm X rarely use aggressive humor style. For more information, look up at Table 1.

Hypothesis Testing: The Impact of Humor Style towards Job Satisfaction with Leader-Member Exchange as Mediator

We examined the relationship of humor style (affiliative and aggressive) and job satisfaction, with leader-member exchange as mediator. The result is shown in Picture 1.



Picture 1.

Based on the correlation examination, we found that affiliative humor style doesn't have a direct relationship job satisfaction (0.025, $p > 0.748$), and needs leader-member exchange as mediator. The correlation of affiliative humor style towards leader-member exchange as mediator is 0.224 ($p < 0.01$), meanwhile the impact of leader-member exchange towards job satisfaction is 0.248 ($p < 0.01$).

Aggressive humor style doesn't affects directly job satisfaction (-0.089, $p > 0.05$). If examined using mediator, aggressive humor style still doesn't have a correlation with job satisfaction. The correlation is between aggressive humor style and leader-member exchange is -0.072 ($p > 0.05$), meanwhile the correlation between leader-member exchange towards leader-member exchange towards job satisfaction is 0.248 ($p < 0.01$).

In conclusion, both affiliative humor style or aggressive humor style doesn't directly impact job satisfaction. Meanwhile, affiliative humor style impacts job satisfaction with leader-member exchange as mediator.

Based on the results, humor style predicts job satisfaction with leader-member exchange as mediator. Based on Robert et al. (2015), the current result showed that leader-member exchange act as a mediator. More specifically, the humor style that can be mediated with leader-member exchange is affiliative humor style. Meanwhile, aggressive humor style cannot be mediated by leader-member exchange.

The impact of leader-member exchange as mediator differ because the different perceptions of humor styles. Affiliative humor style is mostly perceived as positive, meanwhile aggressive humor style might not be always perceived as positive. This can be seen at this research's result, where affiliative humor style is positively correlated with leader-member exchange, and aggressive humor is not always correlated with leader-member exchange. Ford, Lappi, dan Holden (2016) stated that affiliative humor style is considered as positive humor, and positive humor is related with pleasant emotional state. Aggressive humor style (considered as negative humor) can create both positive or negative emotional state. Evans and Steptoe-Warren (2015) found that aggressive humor style negatively impacts the organization if it is not balanced with using affiliative humor style. So, the usage of aggressive humor style doesn't necessarily impacts leader-member exchange, and therefore doesn't necessarily affect job satisfaction.

In Robert et al. (2015), it is explained that humor style (both affiliative and aggressive) doesn't correlate with leader-member exchange. In their result, the leader-member exchange is considered as good. It might happen because participant's job is at the educational field, which mostly has good interaction. Differently, this research examine participants from a banking firm which often interact with data and doesn't focus merely on interpersonal relationship. It can be said that leader-member exchange cannot be explained merely by the usage of humor style.

The advancement of this research compared Robert et al. (2015) is that leader-member exchange is measured by the perception of both leader and member (the survey is distributed to both supervisor and sub-ordinate), and we use the mean score for the final result. But, this multi-source scoring will impact on the amount of participant (they will be counted as one pair, a pair of leader-member is counted as one participant).

There are at least 4 limitations in this research, which are: (a) limited examination of humor styles; (b) examining other factors of leader-member exchange; (c) the probability of social desirability by participant who fill the form that is given by their supervisors; (d) the data taken were self-report. In this research, it

is not yet explained how self-enhancing and self-defeating humor styles explain job satisfaction. In further researches, it can be more explored about how other humor styles (self-enhancing and self-defeating) predict job satisfaction. Other than that, there are aspects that cannot be controlled, and other probabilities that might impact, such as job position. The different level of job position makes sub-ordinate act in a way that is faking good, because the tendency of social desirability (Podsakoff & Organ, 1986). Other than that, the self-report data taken from supervisor and sub-ordinates have a probability of bias.

For further considerations, there are theoretical and practical suggestions. Based on this research's result, next research should focus on background of bank firms that are merged and has different culture interactions. Next research should compare job job satisfaction on different gender, and employee status. Other than that, next research can be made more objective by making the participant's identity anonym to reduce the social desirability behavior. For Firm X management, the suggestion is to increase leader-member exchange by making trainings and workshops about it. For supervisors, we suggest to increase the usage of affiliative humor style to facilitate the leader-member exchange. For sub-ordinates, we suggest to take part in developing the leader-member exchange.

IV. CONCLUSION

Leader-member exchange can be a full mediator of affiliative humor style in predicting job satisfaction, but humor style does not directly impact on job satisfaction.

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