



Research Article

The impact of leader's humor styles on creativity and work engagement of call center employees in Jakarta

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ABSTRACT

This study aimed to analyze the impact of a leader's humor style dimensions: affiliate humor style, self-enhancing humor styles, aggressive humor styles, and self-defeating humor style on creativity and work engagement. Data collected from 138 call centers from some of the Cell Phone Companies in Jakarta. The data collection technique used in this study is non-probability sampling with a purposive sampling method. The techniques used to analyze this research are instrumental tests such as validity, reliability, and hypothesis testing using Multiple Regressions with SPSS 25. The results of hypothesis testing in this investigation indicate that there is a positive effect of affiliate humor style on creativity and work engagement, a positive effect of self-enhancing humor style to creativity and a negative effect to work engagement, an adverse effect of aggressive humor style on creativity and work engagement, and a negative effect self-defeating humor style on creativity and work engagement. Managerial implications can be given so the leaders can use appropriate humor styles to increase employee's spirit in the workplace.

Keywords: *Leader's Humor Styles Dimensions; Creativity; Work Engagement*

1. INTRODUCTION

The Covid -19 pandemic has made many people worried about their work problems that impact their financial condition and future. Besides that, they feel confused, anxious, stressed, and frustrated. Not a few people are afraid of losing their jobs (Kompas.com). The government implements large-scale social restrictions and asks workers to work from home. This government policy is the focus of attention for companies because it needs to reorganize its company management. After all, not all types of work can be done from home (WFH), one of which is those working in the call center, which operates 24 hours per day. Work pressure has increased, so one attempt to reduce pressure at work uses a humorous workplace style. Humor has long been thought to reduce depression, anxiety, and stress, improve mood, immunity to illness, life-family satisfaction, and motivate group members (Ford et al., 2016). Humor can also reduce boredom, stress, and frustration and increase creativity and work engagement (Mesmer-Magnus et al., 2012). Research on humor styles carried out in the workplace has been carried out in recent years, but most of it relates to work stress and employee well-being. Some researchers examined humor styles performed by leaders, which are considered positive and negative contributions to

their employees, because leader's humor styles can have a positive or negative effect on employee behavior, it is necessary to further dimensions of investigating the leader's humor styles which can improve interpersonal relationships in both work and non-work life because, in an organizational context, humor is considered a fundamental element of a good working relationship and healthy, not only humor is used among employees, but also humor is used by a leader in the workplace, especially about the relationship between superiors and subordinates (Hu & Luo, 2020), (Liu et al., 2019), and (Mesmer-Magnus et al., 2012).

Cann & Collette (2014) explains that if a superior's humorous style is used effectively, it will generate and increase supportive behavior and relieve work stress and increase employee work engagement, especially in the event of a pandemic like this time. A successful leader will use humor to gain support and appreciation from their followers (Besser et al., 2012). Unfortunately, not all styles of humor produce positive results in employee behavior in the organization. There is scientific literature that explains that humor can damage the relationship between superiors and subordinates, even among employees, because there are several kinds of humor styles that a leader can use, there is cheerful humor and hostile humor so that it will have a good or bad impact on employee behavior, in organizations such as creativity and work engagement (Di Fabio & Duradoni, 2020).

Creativity has an essential role in a company because creativity is the most critical component that employees must have to develop new ideas and ideas that can be developed to increase company productivity (Kocak, 2018). Creativity is generally understood as a cognitive ability to generate new ideas, insights, and appropriate solutions to problems (Jalali & Heidari, 2016). A leader's humor style can be associated with creativity because humor triggers a free flow of ideas, which will support the creative process. The novelty and helpful ideas obtained from an employee can increase the likelihood that other employees will apply and develop them in their work (Amjed & Tirmzi, 2016).

Furthermore, the leader's humor styles will also affect work engagement because employees will have a high energy level and be enthusiastic about their work (Janes & Olson, 2010). Work engagement is characterized by a high energy level and a strong identification with one's job (Obthani et al., 2012). Employees who have a high level of work engagement will show their best performance because they enjoy their work. It shows that engagement every employee needs to have because the more engaged an employee will work with enthusiasm, feel a connection with the company where he works, and help the company move forward (Gao et al., 2013).

Employees placed in call centers at cellular telephone companies are at the forefront because they have to serve customers and match their desires. In this pandemic situation, all activities must be carried out from home, inevitably using the connection facility from cellular phones. Generally, during these difficult times, everyone's mental health is greatly affected by their obligation to stay home. Work and even the learning process must also be done at home, and therefore people increasingly depend on the internet to be productive. As a result, if the internet connection starts to slow down, customers will complain by contacting the call center to increase the workloads for employees. Therefore

it is essential to have a good work environment, one of which is the leader's humor styles which are considered to be able to increase the creativity and work engagement of employees who work in call centers when the number of complaints increases and receive anger from customers who feel aggrieved so that it can lead to work stress. This research is related to a green society considering that there must be a good working relationship between the leadership and its employees in a company to achieve goals.

2. LITERATURE REVIEW

2.1. HUMOR STYLE

Cann et al., (2010) define humor as any communicative example which is considered funny and see humor as a communication approach that produces positive cognitive or affective responses from listeners. Humor is a communicative activity in organizations (Cann & Collette, 2014). Ford et al., (2014) describe humor as funny communication that produces positive emotions and cognitions in individuals, groups, or organizations, while Hall (2019) describes humor as a form of deliberate social communication conveyed by a superior to employees or among fellow employees. Lu et al., (2008) and Pundt & Herrmann (2015) explain that humor styles as a social communication tactic that aims to entertain, and there is a certain humor in leadership as a social communication tactic used by leaders and aimed at followers intended to entertain followers and is considered as a social communication tactic used by leaders. Humor styles are one possible way for leaders to influence the voice behavior of their followers. Based on some of the definitions above, humor styles are a way of social communication from a leader to increase morale and reduce work stress if the humor styles used are positive and vice versa. There are four types of humor styles used by a leader (Martin et al., 2003), namely 1. Affiliative humor: people who often use this type of humor tend to entertain people by saying funny things, telling jokes or doing funny things, facilitating relationships, reducing interpersonal tension, and making the atmosphere comfortable there (e.g., I do not have to work too hard to make people feel good. others laugh). Others like individuals who exhibit this behavior. By taking advantage of one's affiliative humor can reduce tension and can build interpersonal relationships; 2. Self-enhancing humor: this type of humor is about an individual's humorous view of life. Humor refers to self-improvement in a tolerant way. It tends to maintain funny views of life to entertain myself (e.g., my funny views of life keep me from getting too upset or depressed about something). The use of humor is negatively associated with depression and anxiety and positively associated with openness to experiences, self-esteem, and psychological well-being; 3. Aggressive humor: a type of hostile humor used to control another person by condescending or through ridicule (e.g., if someone made a mistake, I would tease him a lot). The use of humor is positively related to hostility, anger and negatively related to satisfaction, creativity, and organizational citizenship behavior and 4. Self-defeating humor: this humor is designed to make other people feel good by showing that the boss does not take himself too seriously (for example, I often try to get people to like or accept me by saying something funny about my weaknesses, mistakes, or mistakes) to improve relationships with others at the expense and harm of oneself. It tends to hide negative feelings from problems through humor. This use

of humor is associated with negative emotions such as depression and anxiety and negatively associated with satisfaction, psychological well-being, and self-esteem.

2.2. CREATIVITY

Creativity is a process that produces something new in the form of an idea. Creativity is generally understood as a cognitive ability to generate ideas, insights, and the right solutions to problems (Yue & Hui, 2015). Creativity is defined as creating novelty and valuable ideas by an individual (Jalali & Heidari, 2016). The novelty and practical ideas proposed by employees can increase the likelihood that other members will implement and develop them and then transfer them to other organization members. Creativity is also defined as the production of something for the first time, and in an organizational context, it can produce dramatic change; therefore, the exploration of the concept of creativity can be valuable to understand the phenomenon of change and, ultimately, can result in organizational efficiency and survival (Ford et al., 2016). (Kocak, 2018) said that creativity is a desire that grows within a particular framework of scientific and technological changes that we cannot avoid. Again the goal is to develop and adapt to the environment. From the various researchers who have been found, it can be concluded that the definition of creativity is the general ability to create something new, as the ability to provide new ideas that can be applied in solving problems. Employees must have high creativity in order to get a job done well. Besides, creativity is also very influential in increasing the productivity of the company.

2.3. WORK ENGAGEMENT

Work engagement is a condition where employees are involved and have an energetic and passionate feeling towards work and do not see it as a demanding and stressful activity. Employees voluntarily ignore their time in order to take part in their work. (Shibiti, 2020) states that work engagement is an active role in voluntary self-use by employees, which is shown through working physically, cognitively, and fully expressing their work in the organization. (Emilisa et al., 2019) suggest that work engagement is the level or degree at which an individual is very interested in getting into his work and enjoying it. In the end, (Goswami et al., 2016) said that work engagement is a force that motivates employees to improve their performance at the highest level, as evidenced by the presence of an independent attitude, enthusiasm, and involvement to turn job demands into fun. There are three dimensions of work engagement proposed by (Shibiti, 2020), namely: 1. Vigor: has a characteristic in which an employee has great energy, enthusiasm, and mental resilience when doing his duties and has a great desire to contribute and take a role in his work in the organization. People in this dimension put aside feelings of fatigue; tend to persevere in challenges and difficulties; 2. Dedication: there is a strong sense of involvement in employees regarding their work and the emergence of a high sense of enthusiasm in completing their work, are easily inspired and have a sense of pride in what employees do. People in this dimension tend to like the challenges in their work; 3. Absorption: a person's character in this dimension is in the form of total involvement of employees in their work

by fully concentrating on and enjoying their work to feel that time is dashing. It is not easy to separate from their work.

2.4. HYPOTHESES

Humor and playfulness as characteristics of creative people, and found that creativity ratings were significantly related with humor style (Cayirdag & Acar, 2010). Leader's affiliative humor style shows care and concern for others (Janes & Olson, 2010). Hu & Luo, (2020) said that the affiliative humor style creates a positive environment in the organization and supports positive thinking. In a relaxed environment, employees engage in creative problem solving because they receive support from the environment and peers. Yue & Hui, (2015) argue that the affiliative humor style encourages challenge and creativity in employees, making the organization more responsive and increasing productivity. A leader's self-enhancing humor style is the cheerful humor the speaker uses about himself. It can be called a strategy for dealing with stress and anxiety, increasing employee confidence and creativity (Ford et al., 2016); (Obthani et al., 2012). Another study indicates that general humor endorsers have a greater creativity; the use of self-enhancing humor positively affects the organizational environment, leading to the expansion of employees' thought processes and increased creativity among them. A leader's aggressive humor style is a humorous style that can harm others (Ho et al., 2011). The focus is on the superiority of the speaker over others, trying to improve oneself at others' expense (Huo et al., 2012). (Gnevek et al., 2018) indicate that humor style is seen as a communication skill that increases the effectiveness of communication, along with such psychotherapist qualities as empathy and sincerity also can increase employee's creativity in the workplace. Positive humor, such as affiliative humor and self-enhancing humor are considered more likely to inspire creativity versus negative humor; aggressive humor is detrimental to employee's creativity. Creativity is more strongly related to self-enhancing and self-defeating than to aggressive and affiliative humor. If aggressive humor is used, these employees' overall creative behavior will be negatively affected (Huo et al., 2012). Humor and creativity are correlated. Highly creative people are thought to display spirit even in the face of problems, and, likewise, those with a strong sense of humor tend to be more creative. A positive correlation exists between affiliative humor and creativity, curiosity, imagination and challenging; a positive association is also linked between self-defeating humor and creativity (Fan et al., 2021). Leaders who use self-defeating humor want to get employees' attention by making fun of them, which will hurt employee confidence (Ford et al., 2014). (Janes & Olson, 2010) explain that if this humor is used by people who want to highlight themselves and do funny things to attract other's attention, the subsequent explanation is that this kind of humor can cause employees to underestimate themselves, which will reduce creativity. Employees in performing their duties. So the hypotheses that can be proposed are:

H1a: Leader's affiliative humor style affect positively to creativity.

H1b: Leader's self-enhancing humor style affect positively to creativity.

H1c: Leader's aggressive humor style affect negatively to creativity.

H1d: Leader's self-defeating humor style affect negatively to creativity.

Work engagement, work attitude, and motivation refer to positive thoughts that involve high energy at work and have a high sense of enthusiasm and concentration at work (Shibiti, 2020); (Vecchio et al., 2009). Leader's affiliate and self-enhancing humor style, in general, affects work engagement which includes enthusiasm, energy and includes enthusiasm, energy, and enthusiasm for work. Positive humor generally influences work engagement that involves enthusiasm, energy, and being engrossed in work (Besser et al., 2012). A recent meta-analysis by (Mesmer-Magnus et al., 2012) found that leaders' positive humor was positively associated with subordinate job performance and satisfaction, workgroup cohesion, and perceptions of leader performance, and was negatively related to work withdrawal. The criteria in the present study, positive emotions, work engagement, job performance, and OCBs are argued to be energetic positive psychological and behavioral outcomes, which makes them especially likely to be related to leaders' positive humor. Hostile humor, which consists of aggressive humor and self-defeating humor, can reduce employee work engagement and other work attitudes such as job satisfaction and organizational citizenship behavior. (Tan et al., 2020) indicate that positive and negative leader humor has a broad range of consequences for employees, including improved job performance, informal learning, creativity, job satisfaction, job crafting, affective commitment, work engagement and leader-member exchange. Work engagement by examining leader humor as a potential predictor of employee work engagement. Although humor has often been theoretically linked to work engagement, empirical research has focused on humor from an individual, intrapersonal perspective, claiming that humor is shaped by individual differences. (Yam et al., 2018) suggest that leader sense of humor can have indirect effects on followers' deviance and work engagement. Aggressive a leader's style, the more a sense of humor will signal acceptability of norm violations, which will be positively associated with deviance; in contrast, the more aggressive a leader's style, the less a sense of humor will signal high quality LMX, which will be negatively associated with work engagement. Study from (Goswami et al., 2016) found a negative effect between leaders aggressive and self-defeating humor styles on work engagement. Employees feel they have no motivation to work, so they also feel they do not have work involvement (Kim et al., 2016). The hypotheses that can be proposed are:

H2a: Leader's affiliate humor style affect positively to work engagement.

H2b: Leader's self-enhancing humor style affect positively to work engagement.

H2c: Leader's aggressive humor style affects negatively to work engagement.

H2d: Leader's self-defeating humor style affects negatively to work engagement.

3. METHODOLOGY/MATERIALS

The variables in this study refer to some previous research. Leadership's humor styles were adapted from research by (Scheel et al., 2016), consisting of three statement items for each dimension. To measure the creativity by thirteen statement items adapted from (Zeglat & Janbeik, 2019). Work engagement will be measured by a questionnaire developed by (Emilisa et al., 2019), which contains nine statement items. This research uses the purposive sampling technique. The sample criteria are call center employees of cell phone companies

in Jakarta. A total of 138 respondents were collected as a sample. Multiple regressions were used to analyze the data.

3.1. INSTRUMENT TEST

From table 1, 2 and 3 below, it can be only one construct has factor loading value less than 0.50 this item will be deleted, and the rest have standardized factor loading values are more than 0.50, so that the statement items used in the study are valid.

Table 1. Validity Test and Reliability Test for Leader's Humor Styles Dimensions

Constructs and Indicators	Standardize Factor Loading	Cronbach's Alpha
Affiliate Humor Style		
My leader does not have to work too hard to make me and my coworkers laugh.	0.587	
My boss seems to be a naturally funny person		
My leader loves to make me and my coworkers laugh.	0.587	0.794
My leader can usually think of funny things to say when he meets other coworkers and me.	0.877	
Self-Enhancing Humor Style		
If I feel pressured at work, my leader can usually entertain other coworkers and me with humor.	0.743	
If I feel upset or unhappy at work, my leader usually tries to think of something funny about the situation to make me feel better.	0.654	0.858
If I am at work and feel unhappy, my leader tries to think of something funny to cheer me up.	0.743	
Aggressive Humor Style		
If someone makes a mistake at work, my leader will tease him or her.	0.694	
If my leader does not like someone at work, my leader uses humor or ridicule to demean the person.	0.585	0.832
If something is funny at work, my leader will joke about it, even if it can offend others.	0.652	
Self-Defeating Humor		
My leader will humble him to make me and my coworkers laugh.	0.715	
My leader always says something funny about me and other coworkers' weaknesses or mistakes	0.670	0.735
The way my leader keeps his spirits up is by letting other coworkers laugh at me	0.669	

Source: Results of data processing (SPSS)

Table 2. Validity Test and Reliability Test for Creativity

Constructs and Indicators	Standardize Factor Loading	Cronbach's Alpha
I suggest new ways to achieve goals or objectives	0.712	
I can provide new and practical ideas to improve performance	0.743	
I am looking for new technologies, processes, techniques, and or product ideas for a better job	0.645	
I suggest new ways to improve quality	0.694	
I have a great source of creative ideas	0.655	0.716
I'm not afraid to take risks	0.701	
Promote and champion my ideas to others	0.761	
Shows creativity at work when given the opportunity	0.860	
I always plan and develop new ideas for my current job	0.621	
Have new innovative ideas for a job where I work	0.809	

Constructs and Indicators	Standardize Factor Loading	Cronbach's Alpha
I come up with creative solutions to problems	0.742	
I have a new solution to a problem	0.676	
I suggest a new way of doing work tasks	0.757	

Source: Results of data processing (SPSS)

Table 3. Validity Test and Reliability Test for Work Engagement

Constructs and Indicators	Standardize Factor Loading	Cronbach's Alpha
Vigor		
In doing my job, I feel full of energy	0.726	
In doing my job, I feel strong and full of enthusiasm.	0.796	
When I wake up in the morning, I feel like working.	0.748	
Dedication		
I am very enthusiastic about working	0.773	
My work is very inspiring	0.764	0.725
I am proud of my work	0.846	
Absorption		
I feel good when I work intensely	0.653	
I was immersed in work	0.719	
I get carried away when I am working	0.265	

Source: Results of data processing (SPSS)

The Cronbach's Alpha data used in this study has met the reliability criteria because the value is more than 0.60. Thus, all variables can be used and continued for further processing.

Table 4. Respondent Characteristics

Demographics	Frequency	Percentage
Gender:		
Male	64	46.400%
Female	74	53.600%
Age:		
20-22 years	107	77.500%
22-24 years	31	22.500%
Length of work:		
<1 year	62	44.900%
years	76	55.100%
Education:		
Diploma	79	57.200%
Undergraduate	59	42.800%

Source: Results of data processing (SPSS)

Based on table 4, it can be seen that most of the respondents were female as much as 74 persons, the majority of them were 20-22 years old with a length of work 1-2 year and the last education was Diploma.

4. RESULTS AND FINDINGS

From table 5, it is known that the coefficient value is 0.465, meaning that if the leader's affiliate humor style perceptions increase, it will increase employee creativity. The test results show the value of p -value of 0,000 then accept H1a. It is concluded statistically at the

95% confidence level there is a positive influence on a leader's affiliate humor style on creativity. For the H1b hypothesis, where the estimated value is -0.070 and the p -value is 0.158, it can be concluded that there is no positive influence between a leader's self-enhancing humor styles on creativity. The following hypothesis has a coefficient of -0.132 and p -value of 0.000, so it can be concluded that there is a negative influence between the leader's aggressive humor style on creativity. For H1d has a coefficient value of -0.123 which means that leaders' self-defeating humor style can reduce creativity; with a p -value of 0.049 < 0.005, it can be concluded that there is a negative influence between leader's self-defeating humor style on creativity.

Table 5. Hypothesis Testing Results

Hypotheses 1	β	p -value (<0.05)	Conclusion
H1a: Leader's Affiliate Humor Style → Creativity	0.465	0.000	Supported
H1b: Leader's Self-Enhancing Humor Style → Creativity	-0.070	0.158	Not Supported
H1c: Leader's Aggressive Humor Style → Creativity	-0.132	0.000	Supported
H1d: Leader's Self-Defeating Humor Style → Creativity	-0.123	0.049	Supported

Source: Results of data processing (SPSS)

From the results of hypothesis testing, it can be concluded that the leader's affiliate humor style has a positive effect on creativity. It shows that leaders' affiliate humor style is constructive and does not drop employees; it can increase creativeness and foster employee morale. The results of this study are supported by previous researchers (Kocak, 2018), (Lee, 2015), and (Mesmer-Magnus et al., 2012). Leaders, in this case, can provide entertainment for their employees because it is naturally funny and can cool the working atmosphere when call center employees are overwhelmed with their work. Leaders often use this type of humor to entertain people by telling jokes or doing funny things, facilitating relationships, reducing interpersonal tension, and making the atmosphere comfortable (Amjed & Tirmzi, 2016). With a comfortable work atmosphere and a heavy workload to serve customer complaints, employees will be able to increase creativity at work. Positive ideas will flow that can be used to solve problems and find appropriate solutions to resolve complaints from customers.

The self-enhancing humor style used by leaders who should increase creativity is not proven in call center employees at cell phone companies in Jakarta. The results of testing this hypothesis are different from the research results conducted by (Kocak, 2018) and (Mesmer-Magnus et al., 2012). Leaders who provide entertainment for their employees who feel pressured while doing their job and try to help their employees who are upset and feel unhappy with their work, use entertainment, and provide something funny cannot increase their employees' creativity. Employees have their way of dealing with their feelings to get excited again in doing their job (Besser et al., 2012).

The aggressive style of humor has a negative effect on creativity. Leaders in cell phone companies never use humor to tease their employees, never use humor to demean their employees, even never make their employees feel offended by using jokes that demean their employees. The results of this study are per previous researchers from (UNAL, 2014), (Huo et al., 2012), and (G. B. Hall et al., 2010). In essence, leaders never use a negative humor

style in their work, which can harm employees and, even in the end, harm the company because employees can lose their creativity, motivation, and enthusiasm in doing their jobs.

The self-defeating humor style has a negative effect on creativity. Leaders in cell phone companies, according to the perceptions of their employees, never do to make their employees entertained by humiliating themselves, never make fun of their subordinates by making shortcomings or mistakes in doing work as a joke, even the leaders never let their employees become the laughing stock of other employees. It is done solely so as not to reduce the creativity of its employees. This research is supported by previous research, among others, conducted by (UNAL, 2014), (Huo et al., 2012), (Ford et al., 2016), and (Nienaber et al., 2019). In essence, leaders never use a negative humor style in their work, which can harm employees and, even in the end, harm the company because employees can lose creativity, motivation, and enthusiasm in doing their work. Besides, suppose the leader uses a self-defeating humor style to make fun of himself to impress others or entertain others. In that case, he will be considered neither serious nor following the status of leadership or work and, in the leader's context, decreasing subordinates' trust in the leader. So with employees who do not feel the self-defeating style of humor in the company will increase creativity (Martin et al., 2003).

Table 6. Hypothesis Testing Results

Hypotheses 2	β	p -value (<0.05)	Conclusion
H2a: Leader's Affiliate Humor Style \rightarrow Work Engagement	0.385	0.000	Supported
H2b: Leader's Self-Enhancing Humor Style \rightarrow Work Engagement	0.035	0.398	Not Supported
H2c: Leader's Aggressive Humor Style \rightarrow Work Engagement	-0.180	0.000	Supported
H2d: Leader's Self-Defeating Humor Style \rightarrow Work Engagement	-0.117	0.025	Supported

Source: Results of data processing (SPSS)

Based on table 6, the coefficient value of 0.385 means that if the leaders' affiliate humor style perceptions increase, it will increase employee work engagement. The test results show that the value of p -value is 0,000, then receiving H2a. It is concluded that statistically, at the 95% confidence level, there is a positive influence on the leader's affiliate humor style on work engagement. For the H2b hypothesis, where the estimated value is 0.035, and the p -value is 0.398, it can be concluded that there is no positive influence between the leader's self-enhancing humor styles on work engagement. The following hypothesis has a coefficient of -0.180 and p -value of 0.000, so it can be concluded that there is a negative influence between the leader's aggressive humor style on work engagement. For H1d, it has a coefficient value of -0.117 which means that leaders' self-defeating humor style can reduce work engagement; with a value of 0.049 <0.005, it can be concluded that there is a negative influence between leader's self-defeating humor style on work engagement.

It shows that the affiliate humor style used by leaders is constructive and does not drop employees. It can increase work engagement. The results of this study are supported by previous researchers, namely (Ho et al., 2011). The leaders, in this case, can break the ice with a natural joke when the workload of call center employees is high. Leaders often use this type of humor to entertain people doing funny things, facilitate relationships, reduce interpersonal tension, and make the atmosphere comfortable. (Shibiti, 2020) stated that employees who have a high level of work engagement would work with enthusiasm, feel a

connection with the company where they work, and help the company move forward (Menéndez-Aller et al., 2020). Work engagement will be created with a comfortable work atmosphere and a heavy workload to serve customer complaints, and employees will be able to increase their involvement in work. Positive ideas can flow that can be used to solve problems and find appropriate solutions to resolve customer complaints.

The leader's self-enhancing humor style does not have a positive effect on work engagement. The use of the self-enhancing humor style from leaders, which should increase work engagement, is not proven in call center employees in cell phone companies. The results of testing this hypothesis are different from the research results conducted by (Kocak, 2018) and (Mesmer-Magnus et al., 2012). Employees feel they have their way to reduce their workload so that work creativity can be maintained.

Aggressive humor styles have a negative effect to work engagement. Leaders never use a negative humor style that can reduce the work engagement of their employees. Leaders at cell phone companies do not use humor to seduce their employees, to reduce employee engagement. Leaders know very well how to increase employee work involvement by using other methods such as decision-making, not by using methods that can reduce employee motivation and morale. This study's results are under previous researchers, such as research from (Roze, 2011) and (Dechawatanapaisal, 2018).

The results of the subsequent hypothesis testing concluded that work engagement have a negative influence to leader's self-defeating humor style. According to the employees' perceptions, the leadership at the cell phone company never demeaned themselves to be a joke that made their employees feel embarrassed. Leaders also never make employee shortcomings and mistakes at work as a source of laughter for other employees to not reduce the work engagement of their employees. This research is supported by previous research, among others, conducted by (UNAL, 2014), (Huo et al., 2012), (Slåtten et al., 2011), and (Martin et al., 2003). Suppose the leader uses a self-defeating humor style to make fun of himself to impress others or entertain others. In that case, he will be considered neither serious nor appropriate to the status of leadership or work and, in the leader's context, reducing subordinates' confidence in the leader. So employees who do not feel the self-defeating humor style in the company will increase work engagement.

5. CONCLUSIONS, IMPLICATIONS, LIMITATIONS AND SUGGESTIONS

Based on the results of the analysis and discussion previously described, the conclusions that can be drawn are the leader's affiliate humor style has a positive effect on creativity and work engagement; there are no influence between leader's self-enhancing humor to creativity and work engagement; the leader's aggressive humor have a negative effect to creativity and work engagement, and the leader's self-defeating humor also have a negative effect to creativity and work engagement.

Humor styles are fundamental component in human interaction that can cause positive and negative emotions in words and actions, which can be used as a management tool to improve employee performance because it relates to the work atmosphere and a means for employees to interact with other members, that why leaders must know the right time

to use a humorous style at work, when to use a positive type of humor and when to use hostile humor to feel entertained and not offended by the humor style used by their leaders. In other words the leaders can use appropriate humor styles to increase employee's spirit in the workplace.

This study was only conducted on one research object. Future research is expected to add other variables that affect by humor styles such as affective well-being (Wu et al., 2020).

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