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The Influence of Leaders' Self-Deprecating and Aggressive Humor on Employee's Innovative Work Behavior

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Abstract. Encouraging innovation is one of the keys for leaders to continue to bring the organization to compete in the industrial world. In general, leaders humor can promote innovative behavior of employees. However, the impact of negative humor, such as self-deprecating humor and aggressive humor, on employee innovative work behavior is not widely known. Therefore, this study will measure the impact of the leader's self-deprecating humor and aggressive humor on employees' innovative work behavior. This study involved a total of 385 respondents who were recruited online using a convenience sampling technique. Respondents have characteristics that have worked or are currently working in an organization for at least 1 year, aged 19-48 years, and when working had a leader. Using the latest experimental method, namely Experimental Vignette Methodology (EVM), this study was structured with a 2x2 factorial design, within subject, which means that each respondent will receive 4 stimuli that have been designed by the researcher. All respondents received several stimulus sets in the form of narratives containing statements from the leadership, then filled out innovative work behavior surveys via the google form. Data were analyzed using factorial ANOVA repeated measure technique. The results of this study indicate that the leader self-deprecating humor and aggressive humor have a significant effect on employees' innovative work behavior. Furthermore, there is a significant interaction effect between leader self-deprecating humor and aggressive humor on innovative work behavior of employees. This finding can be a reference for leaders to use humor as a strategy for encouraging employee innovation.

Keywords: Leader humor; innovative work behavior; self-deprecating humor; aggressive humor; experimental vignette methodology

INTRODUCTION

The increasing global trade competition demands the innovation of goods or services production to adapt to market needs. The dynamic structure of global market situations encourages each organization to innovate (Dereli, 2015). Among others, the creative economy will become the main drive of economic growth globally. Moreover, the creative economy has developed in every country; either in absolute terms or as a share of total employment, as shown by four million jobs recorded from 2011 to 2018. Based on the previous growing trend, creative economy employment is predicted to grow by 40% in 2030, adding more than 8 million additional jobs (Deloitte, 2021).

Along with economic growth accompanied by dynamic global market conditions, it suggests that internal competition between organizations or employees will become

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increasingly rigorous. To deal with this situation, companies' leaders should be able to survive in competitive conditions. Clark (2020) states that "Foster Innovation" is one of several main abilities of a leader to equip an organization so that it can survive and form an organization to be robust and agile in various economic and social conditions that may arise. However, it does not imply that leaders have to be "inventors." Horth and Vehar (2014) affirm that innovation requires a lot of expertise and generally emerges from a team, not individual. Many previous studies have shown that stimulating employee innovation and innovative behavior is one of the effective methods for companies to gain and maintain their competitive advantage.

In general, employee innovative behavior refers to intentional activities based on purpose, innovations employees are actively engaged in, including the generation, promotion, implementation, and realization of their innovative ideas (Janssen, 2000, 2003; Su et al., 2019). Furthermore, de Jong and den Hartog (2010) put forward four dimensions related to innovative behavior, namely exploration, generation, championing, and implementation of ideas. Alternately, Janssen (2000) proposes three stages of employee innovative behavior: idea generation, idea promotion, and idea realization. Idea generation is the production of new and useful ideas. Idea promotion is promoting ideas to potential partners, and engaging in social activities with friends, sponsors, or supporters. Subsequently, it is idea realization, which denotes producing a prototype or model of innovation that can be applied. Janssen (2000) states that simple innovations are often completed by the individuals involved, whereas the achievement of more complex innovations usually requires teamwork based on a variety of knowledge, competencies, and specific work roles.

Within the context of leadership in the workplace, research on humor has continued to grow over the last 40 years with various characteristics. Humor can serve as a way to increase leadership effectiveness, including in encouraging employee innovation, if applied accordingly. However, what constitutes "appropriate use" has been undefined (Rosenberg et al., 2021).

Several studies have found that leadership humor is related to employee innovative behavior. Zhang & Su (2020) report that leadership humor may encourage employee innovative behavior, while work engagement can partially mediate the influence of leader humor on employee innovative behavior. Wenling et al. (2022) explain that leadership humor can increase innovation, and it will be more profound if the leader's humor level is as good as that of other parties. This is because either party will receive or perceive humor in the same way in interacting. Pundt (2015) states that employees whose leaders use humor more often are reported to be more innovative when employees perceive their tasks require creativity and innovation. Ho et al. (2011) have discovered that leadership with positive humor influences innovative leadership behavior and leadership effectiveness. Furthermore, Yuan (2021) states that the innovative behavior of employees will be higher if the humor level of the leadership and employees is equally high compared to the leadership and employees whose humor levels are equally poor. Moreover, the higher the sense of humor, the higher the level of self-confidence will be (Sungkar & Partini., 2015), thus enabling employees with a high level of humor to be more confident and innovative. Xu (2020) points out that humor is an important leadership trait and ability, and leaders can control employees by incessantly displaying this trait. These studies point to humor as a leader's strategy, as Crawford (1994) suggests that humor is not only a spontaneous action but can also be applied as planned and practiced actions in management to bring impact in the workplace, including encouraging employees to behave innovatively.

However, with the development of the concept of leader humor, many studies have shown a double-edged effect of leadership humor as the concept of humor includes both positive and negative aspects (Guenzi et al., 2019). The effect of leader's humor has been an inconsistent conclusion (Tang & Sun, 2021). Humor allows people to generate positive emotions and positive cognitions,

however, among the different types of humor, some may harm physical health or mental health, lead to dissatisfaction, or even abuse oneself or others (Ho et al., 2011; Souza et al., 2019; Xu, 2020).

The humor style framework proposed by Martin. (2007); Martin et al. (2003) explains the different impacts of humor. The framework consists of a 2x2 design described on two axes, namely whether humor is used to enhance oneself or one's relationships with others; and whether the humor is good or potentially harmful or bad. Thus, humor can serve as affiliative (to improve relations with others in a friendly way), self-enhancing (to elevate oneself in a good manner), aggressive (to exalt oneself by harming others), and finally, self-defeating or self-deprecating (to improve relationships with others by demeaning oneself) (Martin et al., 2003). Therefore, research on humor is no longer one perspective, but covers different styles and can be reflected in real life (Xu, 2020), including reflected in organizational life, especially how humor is conveyed by leaders.

Affiliative humor reflects the ability to give positive self-assessments and self-confidence (Neves & Karagonlar, 2020). This style of humor is generally associated with extraversion, cheerfulness, self-esteem, intimacy, relationship satisfaction, and positive moods and emotions (Martin et al., 2003). Like affiliative humor, self-enhancing humor has a positive correlation with self-esteem, optimism, and positive mood (Martin., 2007; Martin et al., 2003; Xu, 2020). Xu (2020) argues that self-enhancing humor is a style of positive humor that benefits oneself. The study shows that affiliative humor and self-enhancing humor are mostly correlated with positive effects. This is supported by the study of Souza et al. (2019) that positive humor, such as affiliative humor and self-enhancing humor, can increase satisfaction with their leaders and improve employee work performance. Kocak (2018) reports that affiliative humor and self-enhancing humor are positively correlated with employee creativity.

Self-deprecating humor shows different results in many psychological aspects. This type of humor may result in good and bad impacts, which will be positively associated with creativity (Ali et al., 2021; Chen, 2022; Huang, 2022) while improving the reception of norms of violence (Ali et al., 2021). Conversely, the study by Ali et al. (2021) suggests this type of humor is positively affiliated with creativity. In another study (Kocak, 2018; Tang & Sun, 2021), self-deprecating humor among leaders has a negative correlation with employee creative performance. According to Tang and Sun (2021), the process is abated by creative self-efficacy and power distance in employees. If the leader parodies himself in the event of failure, employees will lose confidence in the leader due to the leader's inability to provide support for creativity, which results in a lack of creative ideas and behavior. Furthermore, the study by Souza et al. (2019) reveals that self-deprecating humor also implies a negative correlation between employee satisfaction and leaders and a negative correlation with work performance. A study by Hopton et al. (2013) reports that there is a positive relationship between self-deprecating humor and judgments about transformational leadership. On the one hand, self-deprecating humor exhibits honesty and humility towards oneself as well as expressing oneself as a negative or depressed person. According to Speer (2019), the notion that it is necessary to reduce self-deprecating humor in communication is invalid, because self-deprecating humor can be applied in communication when facing potential problems or actual problems.

On the other hand, several previous studies on aggressive humor have shown consistently negative results. The study by Hopton et al. (2013) reports a negative relationship between aggressive humor and transformational leadership judgments. Potipiroon and Ford (2021) reveal in their research that leadership humor will influence employees to speak up (give opinion). This report is similar to research (Liu et al., 2020) that leaders with aggressive humor have an indirect negative effect on employee voices. Ho et al. (2011) unravel that aggressiveness has a small negative impact on leadership effectiveness. Aggressive humor has a positive correlation with neuroticism, hostility, aggression, anger, and tension (Martin., 2007; Martin et al., 2003).

This experimental study focuses on investigating the effects of self-deprecating humor and aggressive humor of leaders on innovative work behavior among employees. In previous research, leadership humor has been shown to be positively related to employee innovative behavior, however, research on self-deprecating humor and aggressive humor has shown opposite or inconsistent results. In addition, research methods from previous studies have not been able to establish a causal relationship between leadership humor and employee innovative behavior since most of these studies are correlation studies (surveys) (Cozby & Bates, 2011; Stangor, 2011).

Leader's Self-Deprecating Humor and Employees' Innovative Work Behavior

Xu (2020) states that self-deprecating humor is negative humor that lacks positive benefits for oneself. Those who use this humor will try to impress others by belittling themselves, engaging in self-defense mechanisms, and avoiding problems. In Chinese culture, Tang and Sun (2021) report that leaders with self-deprecating humor are negatively related to the creative performance of employees as they are rooted in Confucianism; leaders have absolute authority in the workplace and are role models for subordinates, therefore when leaders laugh at themselves due to a mistake or failure, subordinates will lose faith in their leaders and cause them to be less innovative.

However, Xu (2020) asserts that self-deprecating humor can also narrow the distance between leaders and their subordinates, and help them to express themselves more plainly and provide various suggestions, thereby encouraging communication between superiors and subordinates. Moreover, self-deprecating humor also brings a positive impact, which can improve interpersonal relationships (Martin et al., 2003). Furthermore, Hopton et al. (2013) suggest that leaders with self-deprecating humor, those laughing at themselves, appear to be admired more by subordinates than those who do not, as a consequence, they give employees more comfortable feeling in innovating. The leader's ability to laugh at himself is related to persuasiveness, which is the ability to encourage others to do something (Crawford, 1994), and enforce innovative behavior.

Therefore, H1a. There is significant difference in employee innovative work behavior between leaders with self-deprecating humor and leaders without self-deprecating humor; H1b. Employee innovative work behavior is higher if the leader shows self-deprecating humor.

Leader's Aggressive Humor and Innovative Work Behavior of Employees

Aggressive humor is a style of negative humor that harms other people (Martin., 2007; Martin et al., 2003; Xu, 2020). Xu (2020) states that aggressive humor is synonymous with ridicule, sarcasm, and disdain the audience. Those who use this group of humor appear to acquire a sense of superiority. The deeper the hurt is for the audience, the more satisfied the humor utterer will be. They gain a sense of happiness upon the pain of others. Leaders with aggressive humor have the propensity to hurt employees even in a humorous context. Furthermore, aggressive humor towards leaders has an indirect negative effect on employee voices (Liu et al., 2020), causing employees who receive aggressive humor from their leaders to be silent. When employees' shortcomings or mistakes are ridiculed, it will prevent employees from trying something new because of the later consequence. This may inhibit the urge to behave innovatively. Moreover, Janssen (2000) states that one of the stages of employee innovative behavior is idea promotion, that is, employees must voice their ideas to get sponsors, allies, or supporters.

Therefore, H2a. There is a significant difference in employee innovative work behavior between leaders with aggressive humor and leaders without aggressive humor; H2b. Employee innovative work behavior is lower of the leader shows aggressive humor.

Leader's Simultaneous Self-Deprecating-Aggressive Humor and Employees' Innovative Work Behavior

Hopton et al. (2013) suggest that it is plausible to self-deprecate and others simultaneously through "in group deprecating humor". "In group deprecating humor" shows that leaders see themselves as part of a group and cultivate a collective identity. Furthermore, Brender-Ilan and Reizer (2021) mention that the dynamics of the leader-employee relationship and its effects are modified by several factors, and humor can enhance such dynamic by forming a strong network of friends in the workplace, which leads to a link with the will to cooperate. Hence, through "in group deprecating humor", leaders can situate themselves in groups that signal that leaders are willing to cooperate, in turn, it will direct employees to cooperate. The situation includes innovative behavior as reported by Yuan (2021) that in the case of compatibility of humor between employees and leaders, employees have higher innovative behavior when the humor of leaders and employees are on par, that is, they both have a high level of humor. Based on this research, even though there was an element of contempt in this "in group deprecating humor", employees were led to laugh at themselves with the leadership so that the harmony of humor was high, thus it was expected to increase employee innovative behavior.

The next hypothesis, H3. There is an interaction effect between the leader's self-deprecating humor and aggressive humor on the employees' innovative work behavior.

METHOD

Research Design

Experimental Vignette Methodology (EVM) was used in this study to identify and assess the causal effect of individual responses to a pre-designed contextual hypothetical vignette. This method was chosen because EVM is an appropriate method to understand beliefs, attitudes, judgments, knowledge, or intentional behavior (Atzmüller & Steiner, 2010). As a consideration, the dependent variable measured is employee innovative work behavior, which is behavior based on deliberation or intentional (Janssen, 2000, 2003; Su et al., 2019). Additionally, EVM was used to investigate the direction of causal relationships of correlated variables (Aguinis & Bradley, 2014). The within-subject design is recommended when using EVM because it allows each respondent to have the same set of stimuli and the comparison will be based on vignettes in the same person (Aguinis & Bradley, 2014; Atzmüller & Steiner, 2010).

Table. 1

2x2 Factorial Experiment Within Subject Design

Design	Without Aggressive Humor	With Aggressive Humor
Without Self-Deprecating Humor	Stimulus A	Stimulus B
With Self-Deprecating Humor	Stimulus C	Stimulus D

Participant

The criteria for respondents in this study were those who had or ever worked in an organization (company/government agency/NGO/others) for at least 1 year, had a leader during the active years, and age of 19-48 years old. The reason for determining these age criteria is based on the bonus's beneficiary demographic period between 2020-2030 (Badan Pusat Statistik, 2022). As a result, the respondent's criteria will be relevant in the future as they are still available in the job

market. The target of this research was set at least 52 respondents. Using the numbers, it is expected to produce an effect size of $d=4$, $p<0.05$ in the within-subject experiment (Brybaert, 2019). The respondents who met the criteria and continued to the process stage were 385 respondents, consisting of 217 men and 168 women, and were recruited using convenience sampling. Data collection was conducted online by distributing research links through various social media starting from 13 October 2022 to 31 December 2022. The research links contained an informed consent section, identity data, a stimulus series in the form of narratives, an Innovative Work Behavior questionnaire, and a debrief. Prior to the data collection process, this study acquired research ethics from the Ethics Review Committee, Faculty of Psychology, University of Indonesia with Number: 132/FPsi.KomiteEtik/PDP.04.00/2022, therefore, this study has fulfilled the ethical standards of the discipline of psychology, the University of Indonesia Research Code of Ethics, and the Code of Ethics of the Indonesian Psychological Association.

Table. 2
Demographic Data

Total Tenure	19 - 24 years	25 - 44 years	45 - 48 years	Grand Total
>10 years		11	11	22
>3 - 5 years	25	116	1	142
>5 - 10 years	2	79	1	82
1 - 3 years	77	62		139
Grand Total	104	268	13	385

Procedure

Each respondent received four variations of the stimulus in the form of a narrative, namely; a. leadership without self-deprecating humor & without aggressive humor; b. leadership without self-deprecating humor & with aggressive humor; c. leadership with self-deprecating humor & without aggressive humor; d. leadership with self-deprecating & aggressive humor. Order effects in within-subject research may occur, therefore researchers used partial counterbalancing control techniques to prevent order effects (Gravetter & Forzano, 2018). The researchers implemented the "Random Redirecting" tool in applying the partial counterbalancing technique online, in which the tool allows each respondent to get a random stimulus sequence. Subsequently, the respondent was asked to imagine having a leader give instructions to him.

After receiving 1 variation of stimulus, innovative work behavior is measured using the Employee Innovative Behavior Scale (Janssen, 2000), which consists of 9 items. Examples of items include, "Creating new ideas to solve difficult problems", "Demonstrating support for innovative ideas", and "Evaluating the implementation of innovative ideas", with a 7-point Likert scale, starting from point 1 "never" to 7 "always".

The analysis technique is repeated measure factorial ANOVA using IBM SPSS Statistics. This analysis technique was opted for because there were two independent variables manipulated and each respondent experienced several measurements from different stimulus conditions. This analysis technique assumes that differences in individual score variations in each measurement are the effect of differences in the stimulus received. The end result of this analysis is the main effect which explains the effect of each independent variable on the dependent variable and the interaction effect which explains the interaction effect of the two independent variables on the

dependent variable (Field, 2013).

Instrument

The form of a vignette can be flexible, that is, it can be in the form of narration, images, videos, and other media (Aguinis & Bradley, 2014; Hughes & Huby, 2002). In this study, researchers used a narrative form designed upon independent variables, namely self-deprecating humor and aggressive humor to stimulate the dependent variable, namely employees' innovative work behavior. Stimulus in the form of narration is based on expert judgment and Focus Group Discussion (FGD). FGD participants comprise four respondents whose criteria correspond to the research and with different categories of age, gender, organization, and tenure. Prior to FGD, the researchers designed eight alternative narratives as a stimulus/vignette and created a list of neutral names. Then, during the FGD, the FGD respondents discussed which narrative was the funniest and most relevant in the setting. Apart from that, the participants also discussed which names from the list of names were perceived as neutral names during FGD. Then the neutral names resulting from the FGD were used by the researcher as the names of the leaders in the narrative.

<p>Stimulus A</p> <p>Below is the remark from your boss, Binar: Wow, it's been a hot topic all day. The X idol is the ambassador of the competitor. We'll lose in no time. Please, make presentation about another option of better ambassadors from the competitor. It must be completely new.</p>	<p>Stimulus B</p> <p>Below is the remark from your boss, Rei: Wow, it's been a hot topic all day. The X idol is the ambassador of the competitor. We'll lose in no time. Please, make presentation about another option of better ambassadors from the competitor. It must be completely new. You didn't go for a picnic so you recklessly chose that brand ambassador. Hahahaha.</p>
<p>Stimulus C</p> <p>Below is the remark from your boss, Eka: Wow, it's been a hot topic all day. The X idol is the ambassador of the competitor. We'll lose in no time. Please, make presentation about another option of better ambassadors from the competitor. It must be completely new. I didn't go for a picnic so I recklessly chose that brand ambassador. Hahahaha.</p>	<p>Stimulus D</p> <p>Below is the remark from your boss, Ade: Wow, it's been a hot topic all day. The X idol is the ambassador of the competitor. We'll lose in no time. Please, make presentation about another option of better ambassadors from the competitor. It must be completely new. We didn't go for a picnic so we recklessly chose that brand ambassador. Hahahaha.</p>

Figure 1.
Narrative Stimulus

Meanwhile, the innovative work behavior measurement tool ($\alpha = 0.95$) was used to measure employee innovative work behavior (Janssen, 2000). The researchers applied the Indonesian language adoption scale with a back translate procedure with one translator. This technique is the most commonly used technique and in its implementation there is no standardized number of translators and times (Epstein et al., 2015).

RESULTS AND DISCUSSION

In the analysis, Mauchly's Test of Sphericity for self-deprecating humor and aggressive

humor could not be applied because these two variables only contain two variations. These two variations show that the Sphericity Estimate was 1 (non-violated), chi-square was 0, there was no degree of freedom, and p could not be calculated. Thus, the degree of freedom used is the Sphericity assumption.

Based on the results of the repeated measure ANOVA factorial test described in Table 2. it can be inferred that there was a significant main effect between the leadership's self-deprecating humor on innovative work behavior in employees, obtaining $F(1, 384) = 16.249$, $p = 0.000$. Employee innovative work behavior differs between leaders with self-deprecating humor ($M = 50.945$, $SE = 0.337$, $95\% CI = [50.280, 51.606]$) and leaders without self-deprecating humor ($M = 49.927$, $SE = 0.349$, $95\% CI = [49.240, 50.614]$), in which the innovative work behavior of employees who were shown a leadership stimulus with self-deprecating humor was higher than without self-deprecating humor. As a result, the findings support hypothesis 1 (H1a and H1b).

Furthermore, there was a significant main effect between the leadership's aggressive humor on employees' innovative work behavior, $F(1, 384) = 4.581$, $p = 0.033$. Employee innovative work behavior differs between leaders with aggressive humor ($M = 50.192$, $SE = 0.352$, $95\% CI = [49.501, 50.884]$) and leaders without aggressive humor ($M = 50.678$, $SE = 0.326$, $95\% CI = [50.038, 51.318]$), in which the innovative work behavior of employees who were given a leadership stimulus with aggressive humor was lower compared to without aggressive humor. In conclusion, these results support hypothesis 2 (H2a and H2b).

Table 2.
 Repeated Measure ANOVA Factorial Test Results

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Self Deprecating	397.094	1	397.094	16.249	.000	.041
Error(Self Deprecating)	9384.406	384	24.439			
Aggressive	90.829	1	90.829	4.581	.033	.012
Error(Aggressive)	7613.671	384	19.827			
Self Deprecating * Aggressive	369.166	1	369.166	10.482	.001	.027
Error(Self Deprecating*Aggressive)	13524.334	384	35.220			

The interaction effect between the leader's self-deprecating humor and aggressive humor on employees' innovative work behavior also shows significant results, yielding $F(1, 384) = 10.482$, $p = 0.001$. Figure 2 shows that the innovative work behavior of employees generally will be higher when given the leadership's self-deprecating humor than without the leadership's self-deprecating humor, particularly when given the leadership's aggressive humor simultaneously. Innovative work behavior of employees was higher without any self-deprecating humor and aggressive humor treatment from leaders ($M = 50.660$, $SE = 0.354$, $95\% CI = [49.964, 51.356]$) compared to without self-deprecating humor but given aggressive humor ($M = 49.195$, $SE = 0.464$, $95\% CI = [48.282, 50.107]$). Furthermore, employees' innovative work behavior was lower when presented with self-deprecating humor and without aggressive humor from their superiors ($M = 50.696$, $SE = 0.372$, $95\% CI = [49.964, 51.428]$) compared to those given with self-deprecating humor and with the leader's aggressive humor ($M = 51.190$, $SE = 0.368$, $95\% CI = [50.467, 51.913]$). Thus, these results support hypothesis 3 (H3).

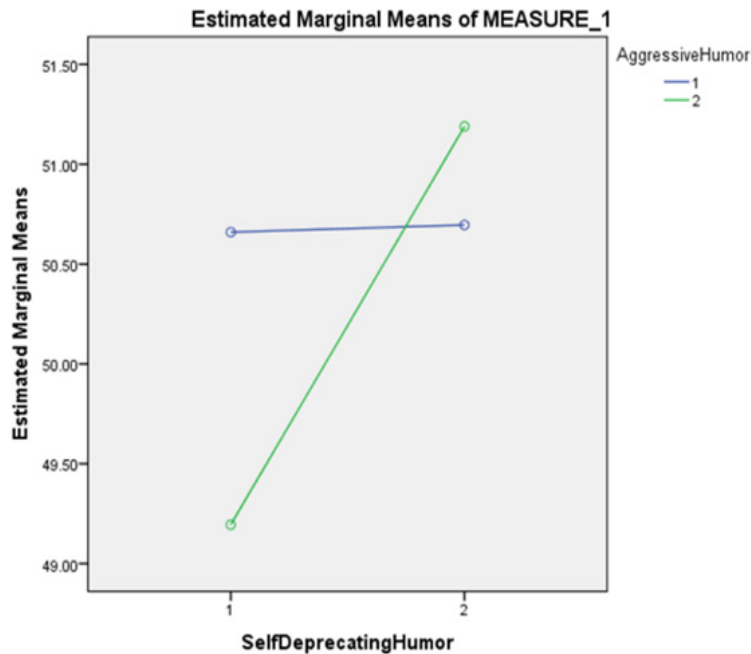


Figure 2.
Graph of interaction effects

Based on the results, it was found that negative leadership humor does not always have a negative impact, especially on innovative work behavior. Even though in previous studies, self-deprecating humor had both positive and detrimental effects in various aspects, it turns out that the impact on employees' innovative work behavior can be higher than the situation with no sense of humor. Further, if it is used simultaneously with aggressive humor. Conversely, the opposite will occur if aggressive humor is not used simultaneously.

In Indonesia, in many regions, it shows that Indonesia's culture emphasizes kinship, hospitality, courtesy, and humility. For instance, the concept of "ngajeni wong liyo", respecting the elders, from Javanese culture is also the identity of the Indonesian people. Elders can also be viewed from their position, where the boss certainly has a higher position. This respect can be expressed in politeness (Wardani & Uyun, 2017). Another example is the Sundanese people, which is the second largest ethnic group in Indonesia (Badan Pusat Statistik, 2015), there is a *soméah* culture that contains the values of humility, politeness, and friendliness (Hidayat & Hafiar, 2019). Additionally, Java practices the concept of "mangan ra mangan kumpul", which emphasizes that feelings of shared fate and care as well as joys and sorrows will be experienced together (Buchari & Wulanyani, 2021). Furthermore, the concept of kinship in the foundation of Indonesian organizational culture, one of which consists of harmonious factors, is a fundamental culture. In fact, this family concept permeates the scope of the organization, such as how relationships with colleagues, clients, and even leaders (Hermawan & Loo, 2019). On the other hand, humor can encourage the quality of the relationship between leaders and subordinates and will encourage employees' extraordinary behaviors (Abdillah, 2021), including innovative work behavior of employees. This explains to an extent why self-deprecating humor and aggressive humor in leaders simultaneously can encourage employees' innovative work behavior as it sets down the leader himself as part of a group (Hopton et al., 2013). This is in line with Indonesian culture which emphasizes togetherness and kinship; leaders are still part of the group even regardless of their higher roles or positions.

The reverse situation can be observed in the use of aggressive humor by leaders. Aggressive humor in general has a negative impact on many aspects. This study adds to the consistency of the impact of this type of aggressive humor, in which the innovative work behavior of employees is lower if the leaders tell aggressive humor compared to using self-deprecating humor or self-deprecating humor and aggressive humor simultaneously. Aggressive humor affects the voice of employees. When receiving aggressive humor from their superiors, employees will be uncomfortable and avoid the feeling (Liu et al., 2020). As a result, employees tend to be silent and discouraged from expressing opinions or ideas. In fact, to carry out innovative work behavior, employees need to come up with ideas, promote ideas, and implement ideas, however, they cannot be completed "quietly". Moreover, Indonesian culture is very close to harmony; a combination of all components and elements in a medium/place to bind all of these things into one aim (Buchari & Wulanyani, 2021). If the leaders utter aggressive humor, even as a joke, it will break the harmony. This is corroborated by Xu (2020) that aggressive humor may hurt the speech partner's feeling. Meanwhile, if the leaders use self-deprecating humor, the employee's innovative work behavior will be improved if juxtaposed with zero humor. Humility is also one of the *soméah* cultures inherent in Sundanese society (Hidayat & Hafiar, 2019). Besides, people in Java are familiar with the philosophy of "nguwongke wong", which denotes respecting other people like human beings. The "nguwongke wong" philosophy agrees with the concept of servant leadership, which emphasizes that one of the constructions of serving leaders is respecting others with humility (Pasaribu & Yuwanto, 2021). This can be laid as the foundation given the Javanese as the largest ethnic group in Indonesia with a proportion of 40.05% and the Sundanese occupies the second position with a proportion of 15.5% (Badan Pusat Statistik, 2015). According to Leist & Müller (2013), self-deprecating humor is morally more self-deprecating. If humility is applied by the leaders in self-deprecating humor, it will potentially be more acceptable to employees in general. This is also endorsed by Sholikhah (2021) that unassertive leaders can help subordinates realize the importance of their contribution to the organization, facilitate subordinates' perceptions of meaning in their work, and be positively correlated with organizational citizenship behavior (OCB). Furthermore, OCB itself can drive innovation success (Naqshbandi & Kaur, 2013).

Culture is very influential in how humans work in an organization. Individual behavior in an organization is inseparable from the influence of the local culture in which the individual inhabits (Buchari & Wulanyani, 2021). Respondents in this study are Indonesian citizens, so it cannot be generalized to respondents in different countries or cultures. Eastern cultures accept and use humor differently from Western cultures (Jiang et al., 2020). Further research can be conducted in different countries or cultures in order to further identify the impact of leadership humor on employees' innovative work behavior.

In this study, researchers focus on examining humor from a negative humor perspective based on the humor framework proposed by Martin et al. (2003) and Martin (2007). In future endeavors, we can further examine the influence of leadership humor on innovative work behavior with another theoretical perspective. Many types of humor are divided based on various perspectives, including Leist and Müller (2013) who identify the types of humor, comprising humor endorsers, humor deniers, and self-enhancers. In another category, the type of humor can be based on humor patterns (Galloway, 2010); increase in all types of humor; decrease in all types of humor; use more positive humor than negative; and use more negative humor than positive. In other situations, it departs from humorous techniques, such as absurdity, satire, slapstick, sarcasm, parody, misunderstanding, and so on (Buijzen & Valkenburg, 2004; Juckel et al., 2016). With a different humorous perspective in leaders, it is feasible to have different impacts on employee innovative

work behavior.

Not only the type of humor theoretically, but the influence of leadership humor can also be influenced by the media or forms of humor. In this study, the researchers applied a vignette with the leader's humorous stimulus in the form of a narrative. Humor delivery can also be done with audio-visual media (Buijzen & Valkenburg, 2004; Zolczer, 2016), for example, image media (memes, comics), audio (recordings), and video (film or drama clips). However, when delivering humor into audio-visual media, it is necessary to consider the influencing factors, such as lip movements and body movements. Moreover, the respondents in this study generally have a low literacy level. The Ministry of Home Affairs library website states that Indonesia ranks 62 out of 70 countries with a low literacy rate (Utami, 2021). Indonesia has a low interest in reading, with 1 avid reader out of 1000 people (Devega, 2017). Reading habits are important in order to increase Indonesian literacy. Habits do not only emphasize the concept of low thinking order, such as simple reading, but also lead to the concept of high thinking order, consisting of concept transfer, integration, correlating, problem-solving, and critical analysis elements (Tahmidaten & Krismanto, 2020). Therefore, future research with vignettes should consider conducting further research by delivering humorous stimuli into different media or forms of humor, outside of narrative form. This will allow the stimulus to be more acceptable to the respondents or even attract their interest. The further would be the potential to get a larger number of respondents.

In this study, the data collection process was carried out online using the Google form. Despite the process being more efficient and allowing for wide-reaching data collection, online data retrieval also entails drawbacks. The "Random Redirecting" tool used by researchers can be used on devices such as laptops and computers, but cannot always be opened via a smartphone. Hence, the flexibility of respondents in filling out the questionnaire can be diminished. This is supported by (Ponchio et al., 2021) that online data collection can be carried out using various displays that require an internet browser or smartphone application to save time in data organization and analysis. However, if the display of the questionnaire is limited, it will affect the response rate (rejection rate). In fact, even though smartphones have smaller screens, the data quality is not affected and the data obtained have the same quality as those obtained from data retrieval via a computer or tablet (Tourangeau et al., 2017). Wells et al. (2013) also reveal that respondents are not proven to avoid open questions in filling out the questionnaire. Furthermore, respondents may be overwhelmed with online information, miss out on the invitations to participate in research, or some information may be consciously ignored (Ponchio et al., 2021). Therefore, for future research, using online tools that can accommodate participants to access the questionnaire display on various devices, especially smartphones should be considered. In addition, short and concise narratives can also be used to convey information in the questionnaire.

CONCLUSION

Based on statistical data analysis, both self-deprecating humor and aggressive humor from leaders can influence employees' innovative work behavior. The interesting fact is that the use of aggressive humor simultaneously with self-deprecating humor can result in higher employee innovative work behavior compared to the use of aggressive humor without self-deprecating humor. Likewise, the use of aggressive humor simultaneously with self-deprecating humor can also result in higher employee innovative work behavior compared to the use of self-deprecating humor without the use of aggressive humor.

This can be a reference for leaders to develop humor as a strategy to encourage employees' innovative work behavior. Leaders may consider using self-deprecating humor and aggressive humor simultaneously instead of using only self-deprecating humor, let alone aggressive humor. Leaders need to be careful in using aggressive humor alone without using self-deprecating humor as it results in lower employee innovative work behavior than not using humor at all.

Not all leaders are skilled at using humor when interacting with employees. For institutions working in the field of training and education development, they may consider training related to humor for leaders in the organization. This is an opportunity in itself in this industry since generally humor is only deemed as spontaneous behavior. In fact, the use of humor within the scope of the organization can be a strategy, which means it can be learned and trained.

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