

THE EFFECT OF ALTRUISTIC LEADERSHIP ON SERVICE INNOVATION AND THE MEDIATION ROLE OF AFFILIATED HUMOR (CASE STUDY OF PEKANBARU AULIA HOSPITAL)

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diterima: 12/3/2022; direvisi: 2/8/2022; diterbitkan: 26/9/2022

Abstract: This study discusses the influence of altruism leadership on service innovation and the mediating role of affiliate humor at Aulia Hospital. The population of this study were nurses, totaling 70 people. The research data was taken using a questionnaire, with a Likert scale of 1 to 7. The method of data analysis in this study was descriptive quantitative using WarpPLS for testing a hypothesis and testing the validity and reliability of the research instrument. The results showed that altruistic leadership is directly related to service innovation in hospitals with a significant p-value. while the mediating role of affiliation between the effects of altruistic leadership and service innovation is not significant.

Keywords: *Altruistic Leadership, Affiliate Humor, Service Innovation*

INTRODUCTION

Hospital (RS) is one of the general medical services for the people of Indonesia. Hospitals play an important role in efforts to improve public health and quality of life.

One aspect of service in the hospital is a nurse. Nurses have an important role in addition to being dominant in number, as well as a profession that provides direct service to patients for 24 hours in hospitals, therefore nursing services have a very important contribution to determine the quality of service in a hospital (Simamora, et al. 2017).

Nurses are strategically located to provide facilities, innovative and creative solutions to enhance patients' quality of life. So here nurses are trying how to increase innovation in health care. To produce nurses who are innovative and creative also depends on the leadership qualities of the leader (Salas-Vallina et al., 2017). Leaders must be contemporary in nature and promote the innovation behaviors

needed to develop more robust alternatives for increased innovation in the field of public health. Maintaining and advancing existing levels of innovation can be a challenge for healthcare administrators with limited time and resource demands (Gracia et al., 2011; Kandampully et al., 2016).

According to (Yang et al., 2017) that leaders have a role in increasing the service innovation of a nurse. (Afsar & Umrani, 2020; Cheung & Wong, 2011; Tremblay & Gibson, 2016) in the field of public health argue that leaders may need to rethink the nature of contemporary leadership and foster the innovative behaviors needed to develop solutions. better replacement.

Leaders who are selflessly concerned with the welfare of others, even to their own detriment, are more likely to create an environment of cooperation and trust where it is easy to learn, participate, and discuss reason and accept more risks. (Mallén et al., 2015; One & Rahmat, 2022). This welfare behavior is called altruistic, that is, the act

of sacrificing to serve others without expecting anything in return (Alnajjar & Hashim, 2020; Mallén et al., 2020). According to the results of research by (Salas-Vallina et al., 2018) that examined the direct relationship of altruistic leadership and nursing service innovation, it shows that altruistic leadership has a direct and significant positive relationship with innovation in nursing services.

In addition to Altruistic Leadership, (Salas-Vallina et al., 2018; One & Rahmat, 2022) found that the relationship between altruistic leadership and service innovation is mediated by affiliative humor, where altruistic leadership creates conditions of humor as a facilitator, enabling increased innovation.

Leadership and innovation in nursing are essential to advancing high-quality care. According to McFadden et al. in (Salas-Vallina et al., 2017, 2018), innovation requires the support of managers to survive. (Gracia et al., 2011; Kandampully et al., 2016) suggest that leadership style significantly affects the service innovation of nurses. While it seems clear that clinical leaders can improve innovation, very few studies have provided evidence. Leaders who are selflessly concerned with the interests of others, or who seek the interests of others even to their own detriment, are more likely to create an environment of cooperation and trust in which easily learn, experiment, participate, discuss, and take risks (Mallén et al., 2015).

Altruistic leaders do not promote the negative humor but facilitate the positive humor that is association. Associative humor is based on the relationship between leader and follower (Pundt, 2015), although there are few studies addressing this issue. Research shows that a sense of humor positively affects creative problem solving,

increasing mental flexibility, attention, and memory (Salas-Vallina et al., 2017, 2018).

Humor is associated with trust and dependence, which can serve as a powerful means to strengthen the relationship between altruistic leadership and service innovation (Salas-Vallina et al., 2017, 2018). According to (Weng et al., 2012, 2015). revealed that a positive environment improves the relationship between leadership and innovative behavior of nurses. With this in mind, when considering a manager's potential influence on followers' condition, it is suggested that managers who exhibit altruistic leadership behavior can encourage a sense of humor at the top. below by establishing a more relaxed, tolerant, and flexible context. This condition can promote service innovation (Jansen et al., 2006).

In this respect, given the manager's potential influence on the condition of followers, managers who exhibit altruistic leadership behavior can encourage subordinates' sense of humor by establishing a more relaxed, tolerant and flexible context. In turn, these conditions can spur service innovation. In contrast, when employees work in environments of fear, anxiety, and hostility, the impact of leadership altruism on service innovation may be less (Salas-Vallina et al., 2018; Abdillah, 2021).

Until now, research that tries to explain more deeply about the relationship between altruistic leadership and service innovation has not been found, especially in Indonesia. Previous research has found that human-centered leadership styles such as altruistic leadership can increase service innovation (Salas-Vallina et al., 2018; Abdillah, 2021). However, research that explains the relationship between altruistic leadership and service innovation has not been explored. This research further proposes affiliative humor as a

mechanism that can explain the relationship between altruistic leadership and service innovation.

LITERATURE REVIEW

According to George Caspar Homans Social exchange, namely social relations, at least between two individuals, or between groups that do not only involve material, but are non-material exchanges that usually occur in a social relationship (Wardani et al., 2016).

Social exchange theory is a social science theory that states that in social relationships there are elements of reward, sacrifice, and benefit that influence each other (Umar, 2017). This theory explains how people view relationships with others based on their self-esteem for: (1) "A balance between what is given into the relationship and what is taken out of the relationship". (2) "The type of relationship made". (3) "Opportunity to have a better relationship with other people".

Social exchange theory according to Cropanzano (2005) in (Salas-Vallina et al., 2017, 2018). upholds the connection between charitable authority and administration development. Social trade connections depend on entrust associations with the assumption for returning commitments later on (Salas-Vallina et al., 2017, 2018). (Jansen et al., 2006) uncovered that reasonableness is a forerunner of administration development, since representatives who feel they are treated with deference by the association are bound to bring added esteem and contribute novel thoughts in their work.

Initiative and advancement in nursing are basic to advancing excellent consideration. As per McFadden et al, development needs the help of a chief to get by in (Salas-Vallina et al., 2017, 2018). Authority is demonstrated to influence the quality, effectiveness, and

monetary execution of emergency clinics (Dasí et al., 2017; Sonmez Cakir & Adiguzel, 2020). Garcia et al contend that initiative style fundamentally impacts the assistance advancement of an attendant. While obviously clinical pioneers can advance development, little examination has given proof of this in (Salas-Vallina et al., 2017, 2018) Leaders who show benevolent worry for the government assistance of others, or who look to benefit others even to their own impairment, are bound to bring about a climate of collaboration and trust where it is simpler to learn, analyze, partake, examine, and face challenges (Mallén et al., 2015). Therefore, based on the above, our first hypothesis is:

H 1 : Altruism leadership has a positive effect on service innovation

Leaders who behave altruistically are very important to get a positive attitude: Altruistic behavior can help prevent conflict in relationships, fostering positive relationships among people (Han et al., 2017; Morrison et al., 2007). Altruistic people are generally more agreeable and can therefore create an atmosphere of happiness and trust. (McFadden et al., 2015) found that leadership style is important in promoting a positive and safe environment. In addition, altruism increases interaction among employees.

Unselfish pioneers don't advance negative-type humor however work with affiliative humor. Affiliative humor depends on the connection among pioneer and devotee (Pundt, 2015), albeit little examination has resolved this issue. For this large number of reasons, and in the information that administration style incorporates a passionate part and is likewise significant for an uplifting outlook, humor in the work environment can upgrade administration development. An awareness of what's actually funny loosens up individuals and elevates receptiveness to novel thoughts, which

works with risk taking and imaginative reasoning. Research shows that a funny bone emphatically influences innovative critical thinking, expanding mental adaptability, consideration, and memory (Salas-Vallina et al., 2017, 2018).

Humor encourages receptiveness to productive input and propels representatives to think past the limits expected to upgrade inventiveness (Ford et al., 2014) Moreover, humor in the work environment can work with the formation of solid bonds inside gatherings, advancing a solid information base of where creative thoughts can arise (Reagans & McEvily, 2003) Strong bonds in the work environment are a significant methodology for pioneers to acquire motivation, sponsorship, and backing (Ford et al., 2014).

Affiliative humor suggests trust and reliance, can fill in as a strong method for upgrading the connection between philanthropic initiative and administration development (Salas-Vallina et al., 2017, 2018). As per Weng et al uncovered that a positive environment improves the connection among authority and attendant advancement conduct. In accordance with this, given the likely impact of chiefs on supporter conditions, we recommend that supervisors who show selfless authority practices can energize humor among subordinates by laying out a more loose, open minded, and adaptable setting. This condition, thusly, can advance IB (Jansen et al., 2006). In accordance with this, given the possible impact of supervisors on adherent circumstances, the analyst proposes that chiefs who show charitable administration practices can energize humor among subordinates by laying out a more loose, lenient, and adaptable setting. These circumstances, thusly, can advance IB. Conversely, when representatives work in an environment

of dread, nervousness, and antagonism, the impact of benevolent authority on IB might be lower (Salas-Vallina et al., 2017, 2018). For all these reasons, the second, third and fourth hypotheses are:

- H 2 : Altruism Leadership Affects Nurses Affiliation Humor in the Workplace
- H 3 : Hypothesis 3: Leadership Altruism in the workplace affects Service Innovation
- H 4 : Nurse affiliation humor in the workplace moderates the relationship between Altruism Leadership and Service Innovation

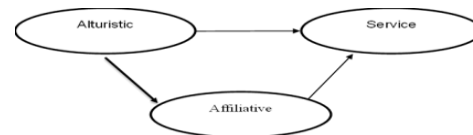


Image 1: Conceptual Research Model

METHOD

This study uses quantitative methods with cross sectional techniques to analyze the relationship between altruistic leadership and the role of affiliate humor in service innovation.

Based on the use and audience, research orientation in the field of organizational science is in the "Pasteur's quadrant" which explains that research must contribute in the academic field (basic research) which aims to expand knowledge and understanding of an organizational phenomenon in a way that scientific and at the same time contribute to the managerial (practical) field that considers aspects of relevance to practical use (Arfi & Rahmat, 2020; Rahmat et al., 2020; Prayetno & Rasyid, 2022). Meanwhile, the main audience for this research are academics who are dependent on the scientific community and practitioners in the field of management.

Based on the objectives, this research is part of explanatory research that seeks to explain why an event occurs and to build, expand, elaborate or test theory (Neuman & Guggenheim, 2011). This study further aims to explain the psychological processes or mechanisms that underlie the relationship between altruistic leadership and the role of

affiliation humor in service innovation based on social exchange theory.

This research is explanatory research that uses quantitative techniques to test hypotheses empirically. The quantitative technique in organizational science research is a research method rooted in the positivist social science approach which “emphasizes discovering causal law, careful empirical observations and value-free research” (Neuman & Guggenheim, 2011). Furthermore, based on the time dimension in collecting data, this study uses a cross-sectional technique where the data collected comes from a single point in time or over a relatively short period of time (Schoonenboom & Johnson, 2017).

The sample in this study were nurses at Aulia Hospital Pekanbaru 2021, with a total sample of 70 people.

Altruistic leadership in this study was measured through the altruistic leadership subscale developed by (One & Rahmat, 2022; Abdillah, 2021a). This scale consists of 4 question items. Alternative answer questions were measured on a Likert scale with 7 points ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). The sample of the question items consists of: (1) “This person puts my best interest ahead of his / her own” (2) “This person does everything he/she can to serve me” (3) “This person sacrifices his/her own interests to meet my needs” (4) “This person goes above and beyond the call of duty to meet my needs”

Affiliative humor in this study was measured through 8 items (Mendiburo-Seguel et al., 2015; Mtsweni et al., 2020; Schneider et al., 2018). Alternative answer questions were measured on a Likert scale with 7 points ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). The sample of the question items consists of: (1) I usually don’t laugh or joke around

much with other people.” (2) “I don’t have to work very hard at making other people laugh – I seem to be a naturally humorous person.” (3) “I rarely make other opeople laugh by telling funny stories about myself.” (4) “I laugh and joke a lot with my closet friend.” (5) “I usually don’t like to tell jokes or amuse people.” (6) “I enjoy making people laugh” (7) “I don’t often joke around with my friends” (8) “I usually can’t think of witty things to say when I’m with other people”

Service innovation in this study was measured using 9 items (Akram et al., 2020; Jannsenn, 2004), alternative answer questions were measured using a Likert scale with 7 points ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). The sample of the question items consists of: (1) “Creating new ideas for difficult issues“ (2) “Searching out new working methods, techniques, or instruments” (3) “generating original solutions for problems” (4) “Mobilizing support for innovative ideas” (5) “Acquiring approval for innovative ideas” (6) “Mobilizing support for innovative ideas” (7) “Transvorning innovative ideas into useful applications” (8) “Introducing innovative ideas into the work environment in a systematic way” (9) “Evaluating the utility of innovative ideas”

The hypothesis in this study was tested using SEM-PLS analysis through WarpPLS software. The analysis consists of several stages. First, this study conducted a fit test of the new model which aims to determine whether the model built in this study is good (Wetzels et al., 2009). Second, this study analyzes the measurement model by validating the measurement scale of each variable (Chin, 2010). Validation on convergent and reliability scales (Hair et al, 2014). Third, this study considers testing "common method varience" which aims to see whether the data in this study produces a "common method bias" problem or not

(Podsakoff et al., 2012). Finally, the current study conducts structural model analysis which aims to test all the hypotheses that have been proposed.

RESULT AND DISCUSSION

Inferential investigation in this study was completed in two phases. The primary stage is to assess the estimation model (external model) and the subsequent stage is to assess the underlying (inward model).

Assessment of the estimation model (external model) is done to quantify the degree of precision of pointers or aspects through estimating legitimacy and unwavering quality. Estimation of (legitimacy) and discriminant legitimacy (discriminant legitimacy).

Convergent validity aims to describe the magnitude of the correlation between each indicator and its construct. This can be done by evaluating the results of the outer loading of each indicator. In this study, a loading factor of 0.60 will be used.

Table 1. Convergent Validity Outer Loading 1

Variabel	Item	Outer Loading	Information
Affiliative Humor	AH1	(0.645)	Valid
	AH2	(0.599)	Tidak Valid
	AH3	(0.600)	Valid
	AH4	(0.600)	Valid
	AH5	(0.651)	Valid
	AH6	(0.758)	Valid
	AH7	(0.798)	Valid
	AH8	(0.640)	Valid
Alturistic Leadership	AL1	(0.425)	Tidak Valid
	AL2	(0.873)	Valid
	AL3	(0.923)	Valid
	AL4	(0.880)	Valid
Service Innovation	SI1	(0.881)	Valid
	SI2	(0.835)	Valid
	SI3	(0.847)	Valid
	SI4	(0.887)	Valid
	SI5	(0.919)	Valid
	SI6	(0.760)	Valid
	SI7	(0.856)	Valid
	SI8	(0.939)	Valid
	SI9	(0.910)	Valid

The consequences of handling utilizing WarpPLS should be visible in table 1 that the worth of the external model among develops and factors has not

met merged legitimacy since there are still pointers that have a stacking factor esteem beneath 0.60.

The use of the Average Variance Extracted (AVE) value as a criterion for testing convergent validity. The Average Variance Extracted (AVE) value is the average value of the variance of the overall indicators extracted from the latent variable. An indicator is declared to have convergent validity if the AVE value is 0.50. This means that the average variance of the overall indicators described by the latent variance is at least 50%. The following is a table of Average Variance Extracted (AVE) values presented in table 2 below:

Table 2. Convergent Validity Average Variance Extracted (AVE)

Variabel	Nilai AVE	Information
Alturistic Leadership	0.817	Fulfil
Service Innovation	0.760	Fulfil
Affiliative Humor	0.558	Fulfil

Based on table 2, it is found that the AVE (Average Variance Extracted) value in all variables has a value > 0.50. Therefore, there is no convergent validity problem in the model being tested.

Reliability testing uses a construct reliability measure (composite reliability) and/or Cronbach's alpha. The test criteria are if the composite reliability value 0.70 and/or Cronbach's alpha value 0.60 then it can be stated that the construct is reliable.

Table 3 Value of Consistency Reliability

Variable	Composite Reliability	Cronbach's Alpha
Alturistic Leadership	0.930	0.887
Service Innovation	0.966	0.960
Affiliative Humor	0.862	0.798

The table that has been presented shows that the value of composite reliability and Crocbach's alpha has met the requirements, because for all constructs it is above the value of 0.7. Thus, it is concluded that the construct has good reliability.

In the wake of testing the external model that has met, the subsequent stage is trying the internal model (primary model). The inward model can be assessed by taking a gander at the r-square (unwavering quality pointer) for the reliant build and the

t-measurable worth of the way coefficient test. The higher the r-square worth, the better the forecast model of the proposed research model. The worth of way coefficients demonstrates the degree of importance in speculation testing.

Table 4 Test R-Square and R-Square Adjusted

Variable	R Square	R Square Adjusted
Service Innovation	0.257	0.235
Affiliative Humor	0.043	0.029

These results can be explained that the percentage of affiliation humor on altruistic leadership has an influence of 4.3%, while 95.7% is influenced by other factors. Then, service innovation has a percentage value of 29.0% towards altruistic leadership, while 70.9% is influenced by other factors.

After testing the validity and reliability, this study then conducted a hypothesis test or in SEM-PLS also called the structural model. As mentioned in the previous chapter, the evaluation of the structural model aims to test all the hypotheses that have been proposed. The structural model will be described using a path diagram.

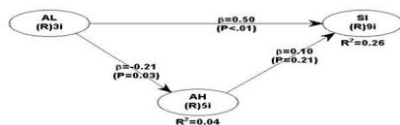


Figure 2. Research Model Results

All theories in this study can be viewed as critical or immaterial in light of the p-esteem. In the event that the p-esteem is more modest than 5% (≤ 0.05) H_0 is dismissed or there is a critical impact, while in the event that the p-esteem is more noteworthy than 5% (> 0.05) H_0 is acknowledged or there is an impact, which isn't critical. While the aftereffects of the way coefficient assessment are to test the strength of the impact among factors and do the immovability of the connection between factors. The results of the estimated path coefficients tested by researchers can be seen in the following table:

Table 5 Path coefficients

Hipotesa	Path Coefficient	P-Value	Information
AL -> SI	0.503	<0.001	Hypothesis 1 Accepted
AL -> AH	-0.208	0.033	Hypothesis 2 Accepted
AH -> SI	0.096	0.206	Hypothesis 3 Accepted

Based on the p-value in the table above, the results of testing each hypothesis are as follows: (1) Testing Hypothesis 1 (altruistic leadership has a positive effect on service innovation). The results of testing the first hypothesis show that the path coefficient value is 0.503 with a p-value < 0.001 then the relationship is accepted because it is smaller than 0.05. this shows that Altruistic Leadership has a positive and significant relationship to Service Innovation. (2) Testing Hypothesis 2 (altruistic leadership has a negative effect on nurse affiliation humor in the workplace). The results of testing the first hypothesis show that the path coefficient value is -0.208 with a p-value of 0.035, so the relationship is accepted because it is smaller than 0.05. This shows that Altruistic Leadership has a negative and significant relationship with Nurse Affiliation Humor in the workplace. (3) Testing Hypothesis 3 (Humour affiliation of nurses in the workplace affects service innovation) The results of testing the first hypothesis show that the path coefficient value is 0.096 with a p-value of 0.206. then the relationship is rejected because it is greater than 0.05. This shows that the affiliation of nurses in the workplace is not significant for service innovation. (4) Testing Hypothesis 4 (Nurse Affiliative Humor in the Workplace Mediates the relationship between Altruistic Leadership and Service Innovation). Based on the results of the data and mediation test, it is said that the altruistic leadership variable has an effect on service innovation through the mediating role of affiliate humor with a coefficient value of -0.021 and a p-value of 0.407. This shows that affiliation humor does not significantly mediate the effect of altruistic leadership on service innovation.

The consequences of testing the primary theory show that the way

coefficient esteem is 0.503 with a p-esteem <.0001 then the relationship is acknowledged on the grounds that it is more modest than 0.05. This shows that Altruistic Leadership by the authority of Aulia Hospital has a positive and critical positive relationship with Service Innovation. The really mindful the Aulia Hospital administration is to medical attendants, the higher the help advancement a pioneers since people should commit extraordinary endeavors to produce and make novel plans to further develop administration development. The nature of an altruistic leader is an important element for a leader to improve service innovation in hospitals.

Testing Hypothesis 2 (altruistic leadership has a negative effect on nurse affiliation humor in the workplace). The results of testing the first hypothesis show that the path coefficient value is -0.208 with a p-value of 0.035, so the relationship is accepted because it is smaller than 0.05. This shows that Altruistic Leadership has a negative and significant relationship with Nurse Affiliation Humor in the workplace. This shows that the altruistic leadership trait possessed by the leadership and manager of Aulia Hospital is inversely related to the nurse's humor.

This isn't in accordance with research by (McFadden et al., 2015) which observed that authority style is critical to advance a positive and safe environment. Charitable pioneers don't advance negative-type humor however work with affiliative humor. Affiliative humor depends on the connection among pioneer and devotee (Pundt, 2015).

The results of testing the first hypothesis show that the path coefficient value is 0.096 with a p-value of 0.206. then the relationship is rejected because it is greater than 0.05. This shows that the affiliation of nurses in the workplace is not significant for service innovation. This is not in line with previous similar

research by (Salas-Vallina et al., 2017, 2018) where the results show that affiliation humor has a positive and direct effect on nurse innovation. In particular, several studies have found that affiliation humor, which implies trust and dependence, can serve as a powerful way to enhance the relationship between altruistic leadership and service innovation (Salas-Vallina et al., 2017, 2018).

In spite of the fact that humor is by all accounts considered a positive way that can give fulfillment and joy to people, humor is irrefutably a perplexing conduct since people with alternate points of view and foundations can decipher the utilization of humor in various implications and purposes (Markey et al., 2014). As states that humor can be a two-sided deal, assuming the utilization of humor by people is completed really, gives advantages to the association, and can expand efficiency and results. Then again, in the event that humor isn't as expected communicated, it can prompt unfortunate results for the association. Humor can be a double-edged sword, if the use of humor by individuals is carried out effectively, provides benefits to the organization, and can increase productivity and results.

The results of the data and mediation test said that the altruistic leadership variable had an effect on service innovation through the mediating role of affiliate humor with a coefficient value of -0.021 and a p-value of 0.407. This shows that affiliation humor does not significantly mediate the effect of altruistic leadership on service innovation.

The above results are not consistent with comparable previous probes. (Salas-Vallina et al., 2017, 2018) demonstrated that connected humor mediates to some extent the link between altruistic power and the development of governance, where satisfaction association will foster the progress of the government. Related humor, which involves trust and consistency, can be an effective way to improve the link

between philanthropy and management advancement. As reported by Weng et al., it was found that a positive environment enhances the association between initiative and results and motivation for advancement. Consistent with this, considering the possible impact of a supervisor on a member's situation, we suggest that administrators exhibit competent philanthropy that can arouse satisfaction. humor among subordinates by creating more wit, openness and adaptability. Thus, this condition may promote IB (Qu et al., 2017).

CONCLUSIONS AND SUGGESTION

Based on the results of research and discussion that have been discussed previously, it can be concluded that: (1) Altruistic leadership has a positive and significant impact on service innovation at Aulia Hospital. (2) Altruistic Leadership has a negative and significant relationship with the Affiliative Humor of nurses at Aulia Hospital. (3) Affiliative Humor nurses at work have a positive and insignificant relationship with service innovation. (4) Affiliation humor does not significantly mediate the effect of altruistic leadership on service innovation.

The leader or director of Aulia Hospital is expected to engage in selfless leadership behavior. Consider the possible impact of managers on the status of their subordinates, where a charitable initiative can enhance subordinates' sense of humor by creating a framework more relaxed, open-minded and adaptable. In addition, philanthropic pioneers can influence individuals by providing other forms of support to patients. To the innovation of nursing services to the increasing patient.

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