The Impact of Leader Affiliative Humor Style on Employees Work Engagement Among New Generation Employees: From The Perspective Of Positive Psychology

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Abstract
Purpose: In order to better manage the new generation of employees and improve their work engagement in the organization, this article studies the impact of leader affiliative humor style on work engagement.
Design/methodology/approach: Taking 285 new generation employees of Chinese enterprises as the research respondent, using literature research and quantitative research methods, this study uses SPSS 23.0 and AMOS 23.0 software for data statistical analysis to demonstrate hypothesis research.
Findings: This study found that leader affiliative humor style (LAHS) have a positive impact on positive emotion. Positive emotion plays a mediating role between LAHS and work engagement. Organizational support moderates the relationship between LAHS and positive emotion, and organizational support can moderate the mediating role of positive emotion between LAHS and work engagement.
Research limitations/implications: The data research is not wide enough and still belongs to cross-sectional research. Some longitudinal research and design can be added in the future.
Practical implications: The results show that LAHS can improve employees' positive emotion, which shows that company should give employees more care and fully mobilize employees' positive emotion. The organization should create a harmonious organizational support atmosphere for employees. Employees will attach great importance to the interests of the organization and do it as their own business. They will be more responsible and invested in their work.
Originality/value: From the perspective of positive psychology, this study found that there is a positive correlation between LAHS and positive emotion, and LAHS will also affect the degree of employees' work engagement. Having high organizational support will enhance the positive impact of LAHS on employees' positive emotion, and indirectly improve the impact of LAHS on employees' work engagement via positive emotion.

Introduction

After entering the 21st century, the new generation of employees has become the backbone of Chinese enterprises. The so-called "Millennial" employees refer to those born after 1980 in the 20th century (Li Yanping et al., 2012). Compared with employees born in the 1960s and 1970s, the characteristics of the new generation of employees include: only child, favored by the family, change of the times, growing up in the reform and opening era, experiencing the great conflict and integration of Eastern and Western culture, education High degree (Tapscott, 2008). Qin Xiaolei and Yang Dongtao (2010) believe that the new generation of employees have stronger self-esteem, self-confidence, desire to be cared and valued, low loyalty to the organization, and unwillingness to work overtime. These are the characteristics of the new generation of employees (Qian Shiru, Xu Ziqiang and Wang Lingqiao., 2015; Du Hui, Chen Lin and Li Lihua., 2016; Sun Meijia., 2017).

The growth of the new generation of employees has become a special group in the process of great changes in Chinese society. With the continuous rise of positive organizational behavior, many companies have begun to realize the importance of effective development and utilization of positive psychological elements of employees (Luthans, 2002). In particular, the new generation of employees has the characteristics of eagerness to be cared and valued, and low loyalty to the organization. It is even more necessary to establish a more harmonious and relaxed organizational atmosphere, give employees more care and improve their sense of identity with the organization. Managers should create an inclusive and open organizational environment and atmosphere. Through training and other methods, leaders are encouraged to use good jokes and other ways to activate the atmosphere in their interaction with subordinates. Maintain a good interpersonal and working relationship with employees, let employees feel a free and relaxed working atmosphere and give full play to their abilities (Shi Guanfeng, Mao Shuting and Wang Kun, 2017).

Cooper et al. (2018) believe that leadership humor can promote the benign interaction between leaders and employees, enhance employees' understanding of leaders, and at the same time draw closer the relationship between leaders and subordinates. Kim et al. (2016) research shows that LAHS can improve the communication between leaders and employees, promote the exchange of information between the two parties, and thus improve the work performance of employees. At present, work attitude variables such as job satisfaction, work engagement, and subjective well-being have been confirmed as positive results of humorous leaders; Goswami et al. (2016) found that humorous leaders can improve their work engagement by promoting their subordinates' positive emotions. Therefore, this study aims to explore the relationship between organizational support, LAHS and work engagement. In addition, this study also examined the mediating role of positive emotion among organizational support, LAHS and work engagement.

Literature Review

Leader Affiliative Humor Style

In the workplace, the atmosphere is dull, coupled with the increase of work pressure, employees will become tired physically and mentally, and it is difficult to relax in the process of work. Humor makes people feel relaxed with its humorous language and pleasant way (Mesmer-Magnus, Glew and Viswesvaran, 2012). Therefore, humor has gradually become a hot topic in

organizational behavior research in recent years. Organizational management researchers focus on employee humor, team humor and leadership humor (Curseu and Fodor, 2016). Humorous leadership is a way of communication to induce subordinates' positive cognitive or emotional response, including verbal and nonverbal forms (Crawford, 1994). This definition focuses on the communication behavior or way of leaders entertaining subordinates, including telling jokes, sharing some special forms of humorous materials, etc. Scholars have found that if humor is used properly in the management process, it can help them change their behaviors and habits, motivate employees, improve their creativity, and help them reduce stress in the work process (Barbour, 1998).

Pundt and Herrmann (2015) defined humorous leadership as the communication behavior of a leader who plans to amuse a specific subordinate or team by sharing interesting things. Cooper, Kong and Crossley (2018) defined humorous leadership as a leader using humor to manage subordinates. Humor represents a kind of ability and a positive attitude towards life. Therefore, humor is regarded as a kind of leadership charm (Romero and Pescosolido, 2008). This leadership charm can improve the interpersonal relationship between subordinates and superiors, improve the serious image of leader's image seen by subordinates, and enhance the influence of leaders (Mao et al., 2017). Martin et al. (2003) further divided leadership positive humor into affinity and self-improvement leadership humor, and negative humor into self-derogatory and ironic leadership humor; among them, LAHS refers to a natural state in which leaders make employees relaxed and stress-free through close behaviors or ways. From the perspective of employees, if leaders treat themselves in a humorous way, they will be regarded as friendly and supportive by employees. In order to maintain the balance of this relationship, employees will also effectively meet the expectations and demands of leaders.

Positive Emotion

The concept of positive emotion first existed in the fields of physiology and psychology. Watson et al. (1988) began to introduce the concept of emotion in the field of organization. Gradually, some scholars tried to define the field of organizational research on emotion, especially positive emotion. Watson et al. (1988) have widely recognized the definition of positive emotion in academic circles. They believe that positive emotion can respond to individual awareness, sensitivity and active thinking to a large extent, and individuals with high positive emotion can more fully engage in corresponding organizational activities. Meng Zhaolan (1989) believes that positive emotion is a subjective feeling that can meet individual psychological needs, promote individual self-satisfaction and even enhance individual behavior enthusiasm. Ren Jun (2006) believes that all emotions that can stimulate individual behavior tendency or approach behavior can be called positive emotions from the perspective of emotional effects; Huang Zhipin (2018) believes that positive emotion is a pleasant feeling caused by the harmony and unity of needs and external environment, which can make individuals more actively integrate with the virtuous circle of pleasant experience obtained by the external environment.

Positive psychology usually divides positive emotional experience into sensory pleasure and psychological enjoyment. Sensory pleasure is the result of relaxation of human sensory organs. It is a subjective experience after the body eliminates its internal tension, such as hunger, thirst and other satisfied experiences. Psychological enjoyment comes from breaking the inherent self-balance of individuals, that is, surpassing the original state of individuals, such as athletes surpassing their own historical records and creating new achievements. In this regard, psychological enjoyment is somewhat similar to the peak experience after self- realization in Maslow's hierarchy of needs theory (Ren Jun, 2006).

Organizational Support

Eisenberger et al. (1986) defined organizational support as the organization's subjective feelings about whether employees' achievements are valued and whether they care about them. Their research verified that when employees feel support from the organization, they will increase their emotional attachment to the organization and work harder. Yoon and Lim (1999) found that in the positive emotion hypothesis, the individual's sense of organizational support and the individual's positive emotion are mutually conditioned. The employee's perceived organizational support will have an impact on their perception of the relationship between themselves and the organization. The higher the employees' sense of organizational support, they will treat their work more actively and produce more positive emotions (Rhoades, 2002). Li Danchen (2013) believes that the sense of organizational support has a certain stimulating effect on employee identification and attachment to the organization, enabling them to work actively, thereby improving work performance. Different from job requirements, organizational support is an important work resource and an important predictor of employee work engagement (Ma Yueru, Guo Xiaowen, 2020).

Witt (1991) proposed that organizational support includes two aspects: organizational commitment and the organization's care for employees. The study of Meyer et al. (2008) believes that employees with a higher sense of organizational support tend to make more organizational commitments. Ling Wenquan, Yang Haijun and Fang Liluo (2006) broke the Western scholars' definition of a single dimension of organizational support, focusing on organizational support from three aspects: job support, employee care, and value recognition. The manager's creation of a good sense of organizational support environment can also enable employees to have a sense of belonging and insider identity, improve employee engagement and psychological security, and reduce employees' turnover tendency (Huang Xu et al., 2017). Based on the principle of reciprocity, a higher sense of organizational support will make employees have a strong sense of due obligation to the organization and more emotional identity, making them more concerned about organizational interests, thereby enhancing employees' emotional, organizational, and professional commitments (Gan Weiyu, 2018). As Witte (1991) said, organizational support includes organizational commitment and caring for employees, especially caring for employees, which is the focus of this research.

Work Engagement

The theory of work engagement was first proposed by Lodahl and Kejner (1965). They believe that work engagement refers to the level of individual psychological investment in their work, the importance of their work in individual life, and the impact of individual work performance on their self-esteem. Kanungo (1982) believes that an individual's internal and external needs may affect the job opportunities that an individual perceives to meet his needs, and then affect the degree of his work engagement. Therefore, work engagement should be defined as an individual's psychological perception of work and the degree of satisfaction of work to his needs. When summarizing the role theory, Kahn (1992) put forward the concept of "individual input behavior", which brings individual vitality into emotional labor. He believes that individual input refers to employees' self-control. This self-control promotes the closer combination of individuals and work roles, and individuals show themselves more in emotion, physical fitness and cognition.

Schaufeli et al. (2002) defined work engagement as a positive and satisfied emotional state related to work, including three dimensions of absorption vigor and dedication. They also developed a scale to measure work engagement. At present, the study on work engagement in the area of sociology mainly focuses on the impact of the social norms and different values on different individual work engagement behavior, while the study on work engagement in the

area of psychology mainly emphasize on the influence of organizational environment on individual work engagement, most scholars generally agree that work engagement reflects employees' participation behavior and psychological identity to their own work. This study also follows the concept of Schaufeli et al.

Hypothesis Development

Leader Affiliative Humor Style and Positive Emotion
By expressing humor to employees during work interactions, leaders are conducive to creating a positive relationship between positive leaders and employees. Thereby increasing employees' perception of leadership support, identification and work autonomy (Pundt, Venz, 2017). As a perceptible working environment feature, leadership behavior will trigger various emotional reactions (positive or negative) and eventually affect individual behavior (Dasborough, 2006). In the process of work, humorous leaders will shape a series of positive events, which will improve their subordinates' positive emotional experience, improve their work engagement and organizational citizenship behavior, and finally improve their performance level (Goswami et al., 2016). The support and trust conveyed by the leader's active and friendly humorous behavior will narrow the distance between the two parties, make employees and the leader have a lot of emotional exchanges, the employees' internal perception of identity becomes stronger, and they gradually become aware of their own positioning and responsibilities (Vinton, 1989).

Combined with the actual research situation, this paper selects the concept of LAHS proposed by Martin et al. (2003). LAHS refers to a kind of positive and affinity humor. Leaders voluntarily use verbal or nonverbal ways to interpret events with humor, so as to amuse employees. This way can narrow the relationship with employees. LAHS has a positive impact on employees' positive emotions. From the perspective of positive psychology, the LAHS rooted in Confucianism, benevolence, righteousness and mutual benefit, will give employees more love and care, and employees will return respect and obedience, and employees will naturally support more, so as to show higher positive emotion. Based on the above, we put forward the following assumptions:

Hypothesis 1: Leader affiliative humor style have a positive impact on positive emotion.

Mediating effect of Positive Emotion
The study upon the relationship between positive emotion and employees' organizational behavior is an important application of positive psychology in the field of organizational behavior. Scholars have found that employees' emotions will directly affect their organizational behavior, and the positive emotion of members in the organization are of great significance to the organization. Many empirical studies show that positive emotion can have a significant effect on employees' work behavior and attitude, thus affecting the achievement of organizational goals and performance (Diener and Lucas, 1999; Bowling et al., 2005; Bledow et al., 2011). Li Xupei's (2013) research found that employees with high degree of positive emotions are more engaged in work. According to the extension construction theory of positive emotions (Fredrickson, 2001), individual positive emotions can make them feel happy at work, thereby improving people's enthusiasm, activity ability, and enterprising spirit; the characteristics of high work involvement are high self-participation and positive work-related feelings, such as happiness and enthusiasm (Kahn, 1990; Schaufeli et al., 2002).
Generally speaking, positive emotion brings positive results. In addition, the self-regulation theory explains the reason for the close relationship between positive emotion and work

engagement: when people face positive influence, they will set higher goals for a work task and expect to achieve positive results (Ilies and Judge, 2005). Work engagement refers to a positive psychological state and attitude with high concentration and enthusiasm for work and high energy in work. Leaders are positive and humorous to promote employees' work engagement (Goswami et al., 2016). In view of this, we propose the following assumptions:

Hypothesis 2：Positive emotion mediates the relationship between leader affiliative humor style and work engagement.

Moderating role of Organizational Support
Base on the emotional event theory (Weiss and Cronpanzano, 1996), all the things that can trigger employees' emotional response or change are emotional events. In the work team, the supportive words and behaviors shown by the superior leaders are emotional events. When people feel the support from others, they will have a relatively stable and upward psychological level, such as positive response, that is, trigger more positive emotions. For example, the research results of scholars Stinglhamber et al. (2006) on the relationship between employees' perception of justice and superior subordinate trust show that when employees feel that the interaction between themselves and their superiors are fair, employees will feel supported and cared by their superiors, which will make employees trust their superiors and the team and stimulate positive emotional reactions.
According to scholars' research on work field emotion, work-related emotion is affected by organizational support. The sense of organizational support will make employees have a sense of value, which will significantly affect employees' positive emotion (Rhoades and Eisenberger, 2002; Jian Haoxian and Zhang Lvyi, 2016). The sense of organizational support is a kind of work resource provided by the organization to workers. Base on the viewpoint of organizational support theory, perceived organizational support helps employees produce a sense of value, and the recognition and perception of their own value will make individuals produce positive emotion (Eisenberger et al., 2001). Rhoades and Eisenberger (2002) found that positive emotion in a broad sense was positively correlated with high sense of organizational support. The research results of Arnold and Dupré (2012) also verifies this view. Jian Haoxian et al. (2016) verified the relationship between organizational support and positive emotion, and found that management support and service support were positively correlated with employees' positive emotion. Therefore, we propose the following assumptions:

Hypothesis 3：Organizational support moderates the relationship between leader affiliative humor style and positive emotion such that the positive relationship between leader affiliative humor style and positive emotion is strengthened when organizational support is higher rather than lower.

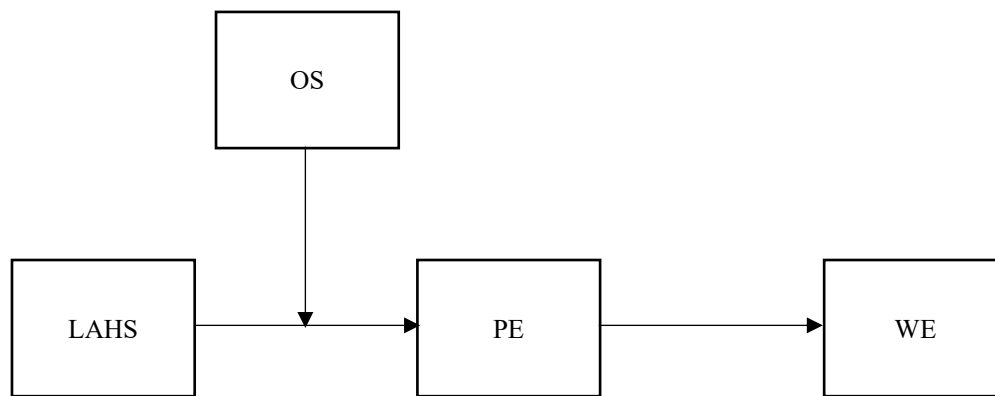## Moderated mediation role of Organizational Support
Eisenberger et al. (1986) pointed out that organizational support feels the impact on the organization of various aspects of employees' treatment, which in turn affects employees' interpretation of the organizational motivation behind the treatment. Tian Zailan et al. (2014) found that the sense of organizational support will affect employees' self-efficacy and self-confidence, thus affecting employees' work engagement level. Socials exchange theory holds that there is an exchange relationship between employees and organizations. In a high-quality exchange relationship, employees have a strong willingness to repay the organization, forming a mutually beneficial situation. According to scholars' consideration of the relationship between organizational support and job engagement from the organizational level, the results

show that the sense of organizational support can significantly predict employees' work engagement (Eisenberger et al., 1997; Liu Hua and Li Yahui, 2011; Sun Jianmin et al., 2015).

Rablnowitz and Hall (1977) mentioned in a comprehensive theoretical model that, in addition to the influence of personal characteristics, employees' work engagement is also affected by the organizational environment. Kerfoot (2008) proposed that in the process of organizational management and leadership, the positive construction of cultural atmosphere is the key point. In this way, employees can feel that they have the hope of growth and maturity and more freedom, and the awareness of employees' work engagement will be generated. Employees' perceived organizational support will cause a sense of debt and a sense of responsibility to give back to the organization. Therefore, employees are more inclined to provide their emotional, cognitive and physical resources as an exchange or return for the benefits of the organization (Kahn, 1990). Previous researches have shown that social support can effectively predict employees' work engagement level (Bakker and Demerouti, 2008; Yang Tingting and Zhong Jian'an, 2013). Thus, employees with a high level of organizational support have a high level of work involvement. To sum up, we put forward the following hypotheses:

Hypothesis 4： Organizational support moderates the indirect effect of leader affiliative humor style on work engagement via positive emotion such that the indirect effect is strengthened when organizational support is higher rather than lower.

According to the above assumptions, the research framework of this study is shown in Figure 1:

LAHS: leader affiliative humor style, OS: organizational Support, PE: positive emotion, WE: work Engagement.

Figure 1. Research framework

Methods

Sampling and Procedures
The sample of this study is selected from 7 enterprises in Beijing and Shandong Province, China. The survey is conducted from 3 enterprises in Beijing (1 Internet, 1 Service, 1 Manufacturing) and 4 enterprises in Shandong Province (2 Manufacturing and 2 Internet), mainly on the new generation of employees (The respondents born after 1985). Because the

serious epidemic of Covid-19 in the past two years, the investigation and research are mainly carried out by means of telephone survey and network questionnaire survey. Through WeChat and QQ, we communicated with some managers and individual employees from the enterprise to discuss the rationality of the questionnaire design, and made some modifications according to the survey results. We explained in the questionnaire design that the results of this study are for academic research and will not expose the content of the respondents. Please rest assured to answer to ensure the real possibility of the questionnaire survey. The questionnaire distribution and collection of this study are entrusted to China's well-known market research companies to use APP software for online operation. A total of 320 questionnaires have been distributed, and some irregular answers will be deleted. Among them, 27 questionnaires with the same contents and too many options were considered invalid samples, and 8 questionnaires with missing options. A total of 35 invalid samples were eliminated, and 285 valid questionnaires were recovered, with an effective rate of 89.06%. This study will use SPSS 23.0 and Amos 23.0 to analyze and verify the data. Amos 23.0 mainly measures the structural validity of the research model.

Measures
In this study, the maturity scale verified by previous researchers was used for measurement. These scales have been used by scholars and studied in the context of Chinese culture, and have good validity and reliability. We used a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Leader Affiliative Humor Style
At present, the humorous leadership style scale widely recognized and applied by scholars is the humorous style scale developed by Martin et al. (2003). Martin et al. (2003) proposed that humor style includes two dimensions: attribute dimension (positive - negative) and orientation dimension (self-orientation - others orientation), and combined the above two dimensions into four different humor styles, namely affinity humor, self-improvement humor, aggressive humor and self-mockery humor. Chinese scholar Shi Guanfeng et al. (2017) developed a leader affiliative humor style scale suitable for Chinese situations, which has good reliability and validity. This study adopted this scale, it has 6 items, such as "leaders generally don't like to laugh". After verification, the Cronbach's alpha coefficient of the scale of LAHS is 0.95.

Organizational Support
Because researchers have different understanding of organizational support, the measurement indicators and focus are also different. The representative measurement is the scale proposed by Eisenberger et al. (1986). Chinese scholars Liu Pu, Jing Runtian and Liu Yu (2008) used this scale to measure Chinese enterprise employees, which has good reliability and validity. The scale has 6 items, The main contents include as follows: the enterprise is very concerned about my goals and values, etc. This scale was selected in this study. After testing, the Cronbach's alpha coefficient of the organizational support scale was 0.94.

Positive Emotion
In the current research, the most widely used positive emotion measurement scale is the PANAS (The Positive and Negative Affect Scale) scale prepared by Watson et al. (1988). Chinese scholar Wang Liping (2021) adopted the PANAS scale prepared by Watson et al. (1988) and selected five items representing positive emotion to verify the employees of Chinese enterprises, it has good reliability and validity. This study also selected the scale for research.

The scale mainly includes as follows: I am full of enthusiasm when working in this enterprise, etc. After testing, the Cronbach's alpha coefficient of the positive emotion scale is 0.93.

Work Engagement

At present, three dimensions are the main structural dimensions of work engagement, and many scholars agree with the three-dimensional structure scale proposed by Schaufeli et al. (2002). This study uses this scale to study relevant variables, including three dimensions: absorption, dedication, and vigor. Chinese scholars Wang Zhen, Chen Leni and Li Xupei (2015) used the scale to verify Chinese enterprise employees, and the verification results have good reliability and validity. The scale includes 17 items, mainly includes as follows: I will forget everything around me at work, I immerse myself in my work, etc. After testing, the Cronbach's alpha coefficient of the work engagement scale is 0.98.

Results

The data of this study are from employees of enterprises in China. Men account for 35.1% and women account for 64.9%; in terms of age, the proportion between 20 and 30 years old is 92.3%, because the research in this article focuses on the new generation of employees. The age distribution of employees is relatively reasonable; in terms of education level, college and undergraduate education accounted for 77.9%, and the main survey respondents have received higher education; in terms of working years of enterprise employees, the proportion of employees working for 1-3 years is 69.1%. In comparison, the new generation of employees are active, so it shows that the subjects of the survey work relatively stable; clerical posts accounted for 27.4%, management posts accounted for 25.6%, and the overall sample distribution is relatively reasonable.

Descriptive Statistics

Table 1 list the mean, standard deviations and their correlation of the core variables used in this study. The data in the table show that LAHS is remarkable positively correlated with positive emotion ($r = 0.505$, $P < 0.01$), there is a significant positive correlation between LAHS and work engagement ($r = 0.621$, $P < 0.01$), and there is a remarkable positive correlation between positive emotion and work engagement ($r = 0.650$, $P < 0.01$). The data results in Table 1 verify the assumptions of this study and provide basic evidence for further research and demonstration.

Table 1
Mean, standard deviations, and correlations among variables

Variable	Gender	Age	Education	Working years	Post	LAHS	OS	PE	WE
Gender									
Age	0.01								
Education	-0.05	0.09							
Working years	0.00	-0.02	-0.09						
Post	0.01	0.02	-0.03	-0.08					
LAHS	-0.02	0.02	0.09	-0.02	-0.04	(0.95)			

OS	-0.01	-0.05	-0.07	-0.06	-0.11	.385**	(0.94)		
PE	0.01	-0.03	0.06	-0.06	-0.09	.505**	.320**	(0.93)	
WE	-0.03	-0.04	0.07	-0.03	-0.07	.621**	.517**	.650**	(0.98)
Mean	1.65	2.34	2.21	1.92	2.89	3.21	3.56	3.42	3.51
Standard Deviations	0.48	0.62	0.53	0.60	1.47	1.33	1.24	1.29	1.23

LAHS: leader affiliative humor style, OS: organizational support, PE: positive emotion, WE: work engagement
N=285; *$p < 0.05$, **$p < 0.01$, ***$p < 0.001$(Two-tailed); The number in brackets on the diagonal is the reliability of the core variable.

Confirmatory Factor Analysis

In the research of organizational management, previous researchers generally conducted confirmatory factor analysis to judge the fitting between the collected questionnaire results and the measurement model. In order to verify the validity of structure, we tested the model fitness, and the data are shown in the table below. The fitting indexes basically meet the requirements, CMIN = 594.69, DF = 521.00, CMIN/ DF = 1.14. Although GFI = 0.89 and AGFI = 0.88 are slightly less than 0.9, they also belong to the acceptable range. Moreover, CFI = 0.99, TLI = 0.99, RMR = 0.03, RMSEA = 0.02, the fitting indexes are quite good. It shows that the four core variables of this study has good structural validity.

Table 2
Overall fitting coefficient

Fitting index	CMIN	DF	CMIN /DF	RMR	RMSEA	GFI	CFI	AGFI	NFI	TLI
Index value	594.69	521.00	1.14	0.03	0.02	0.89	0.99	0.88	0.95	0.99
Acceptable value			<3	<0.08	<0.05	>0.9	>0.9	>0.9	>0.9	>0.9
Fitting results	Good	Good	Good	Good	Good	Acceptable	Good	Acceptable	Good	Good

Hypothesis Testing

We propose Hypothesis 1: LAHS can positively affect positive emotion, and positive emotion can mediate the indirect impact of LAHS on work engagement (Hypothesis 2). Base on Baron & Kenny (1986). The second step is to regress the work engagement to the LAHS, such as Model 6 of Table 3. It can be found that the regression coefficient reaches a significant degree (β=0.62，P < 0.001). Then positive emotion regresses the LAHS, such as Model 2 in Table 3. The results show that the regression coefficient is significant (β=0.50, P < 0.001), which proves Hypothesis 1. We add positive emotion to Model 6 and get Model 7. Positive emotion has a significant positive influence on work engagement (β=0.45, P < 0.001), and the regression coefficient of LAHS decreased from 0.62 to 0.39, but it was still remarkable. It shows that positive emotion plays a partial mediating role, and Hypothesis 2 is proved.
Hypothesis 3 indicates that organizational support can moderate the impact of LAHS on positive emotion, that is, employees with high organizational support, LAHS has a stronger

positive impact on positive emotion, and LAHS can incent employees' positive emotion. The research results of Table 3 show that on the basis of adding independent variables to the model, it is model 3. Then add moderating variables and interaction variables one by one in order, which is model 4. LAHS and organizational support have remarkable positive effects on positive emotion, and the regression coefficient of interaction variables is also significant (β=0.13, P < 0.05), indicating that Hypothesis 3 is proved.

Table 3
Results of polynomial regression

Variable	Positive Emotion (PE)			Work Engagement （WE）			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
CV							
Gender	0.01	0.02	0.02	0.02	-0.03	-0.02	-0.03
Age	-0.04	-0.04	-0.04	-0.04	-0.05	-0.06	-0.04
Education	0.06	0.02	0.03	0.02	0.07	0.02	0.01
Working years	-0.06	-0.05	-0.04	-0.03	-0.03	-0.03	0.00
Post	-0.09	-0.07	-0.06	-0.05	-0.07	-0.05	-0.02
IV							
LAHS		0.50***	0.45***	0.44***		0.62***	0.39***
Moderator							
Organizational Support （OS）			0.14*	0.19**			
INT							
LAHS * OS				0.13*			
Mediator							
Positive Emotion (PE)							0.45***
R²	0.02	0.27	0.28	0.29	0.02	0.39***	0.54***
ΔR²		0.25***	0.01*	0.01*		0.37***	0.15***

N=285; *p* < 0.05, **p* < 0.01, ***p* < 0.001(Two-tailed)

Furthermore, in order to intuitively display the moderate effect of organizational support, this study carried out slope analysis and drew the moderate effect diagram, so as to more intuitively see the moderate effect of organizational support. According to the practice of Aiken and West (1991), the independent variables and moderate variables are first averaged. The purpose of this is to prevent the influence of collinearity on the research results. Then, the value of the interaction term is calculated according to the results of averaging, and then regression analysis is carried out. Finally, the graph is drawn according to the obtained regression coefficient. As shown in Figure 2 and Table 4, it can be seen that in the context of high organizational support, LAHS has a significant positive influence on positive emotion (simple slope = 0.47, P < 0.001), and in the context of low organizational support, LAHS has a significant positive influence on positive emotion (simple slope = 0.39, P < 0.001). And in the high and low situations, there

was a significant difference in the relationship between LAHS and positive emotion (simple slope difference = 0.08, P < 0.05). This also verifies the moderate role of organizational support again, and further proves the content of Hypothesis 3.
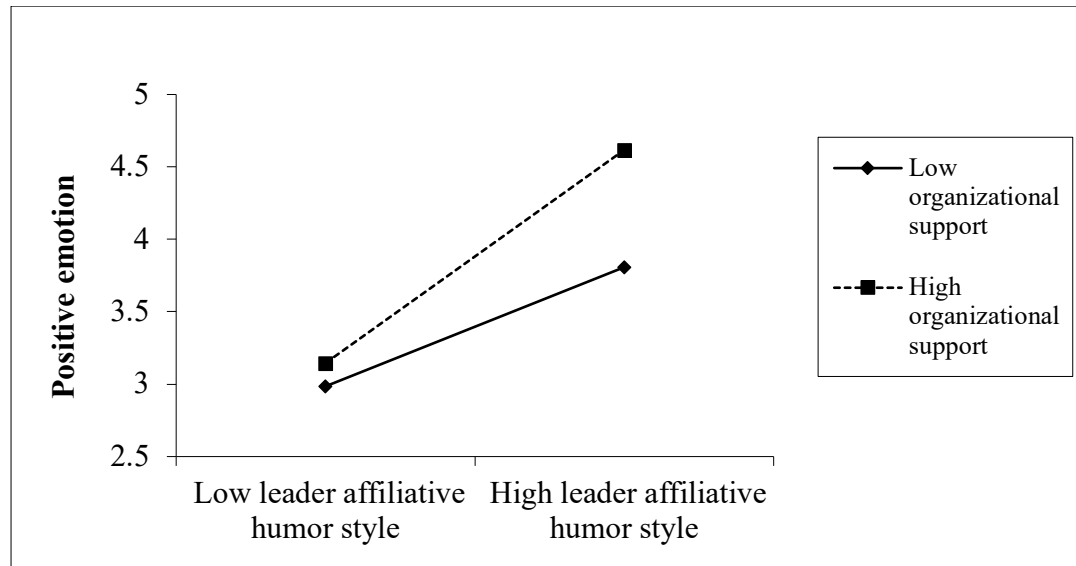

Figure 2. The moderating effect of Organizational Support on the relationship between Leader Affiliative Humor Style and Positive Emotion

Hypothesis 4 proposes that organizational support can strengthen the mediating role of positive emotion. For employees with high organizational support, leader affiliative humor style can affect the degree of employees' work engagement through employees' positive emotion. This paper adopts the path analysis method of Edward and Lambert (2007), and the results are shown in Table 4. When organizational support is high, leader affiliative humor style have a significant positive influence on work engagement through the transmission of positive emotion (indirect effect is 0.19, 95% CI is [0.121,0.272], excluding 0, so it is significant; when organizational support is low, the indirect effect of leader affiliative humor style and work engagement through organizational support is also significant (the indirect effect is 0.15, 95% CI is [0.097,0.233]; and there are differences in the indirect effect between the two situations of high and low organizational support. Therefore, Hypothesis 4 has been further verified.

Table 4
The test of moderated mediators

Moderator	LAHS(X)→PE(M)→WE(Y)			
	Procedure		Effect	95% CI
	First (P_{MX})	Second (P_{YM})	Indirect effect	
High Organizational Support	0.47***	0.39***	0.19***	[0.121, 0.272]
Low Organizational Support	0.39***	0.39***	0.15***	[0.097, 0.233]
Difference	0.08*	0.39***	0.03	[0.000, 0.070]

Findings

Based on the relevant theories of positive psychology, this study discusses how LAHS affects the work engagement of the new generation of employees. After investigating 285 new generation employees of Chinese enterprises and using SPSS 23.0 and AMOS 23.0 software for data statistical analysis, it found that LAHS has a remarkable positive influence on positive emotion, and positive emotion partially mediates the relationship between LAHS and work engagement. Organizational support can moderate the relationship between LAHS and positive emotion, that is, the higher the organizational support employees have, the stronger the positive influence of LAHS on positive emotion. Organizational support can moderate the mediating effect of positive emotion between LAHS and work engagement. Compared with employees with low organizational support, for employees with high organizational support, the indirect influence relationship between LAHS and work engagement through positive emotion is stronger.

Discussion and Conclusion

The moderated mediation model was supported. After conducting relevant research and demonstration in this study, we find that there is a positive correlation between LAHS and positive emotion. LAHS will also affect the degree of employees' work engagement, that is, LAHS will affect employees' positive emotion and positively affect the degree of employees' work engagement at the same time. Having high organizational support will enhance the positive impact of LAHS on employees' positive emotion, and indirectly improve the impact of LAHS on employees' work engagement via positive emotion. Consequently, this research is not only helpful to the theoretical research of LAHS on employees' work engagement, but also has important guiding significance for enterprise management practice.

According to the perspective of the Positive Psychology theory, this study connects the LAHS with employees' work engagement, and discusses the mediating role of employees' positive emotion and the moderate role of organizational support between LAHS and work engagement. The research not only expands the relevant theories of LAHS to a certain extent, but also improve the organization managers' new understanding of employees' work engagement. At the same time, it also integrates the blank of social exchange theory and Positive Psychology theory in the study of company management theory. It provides important reference and Enlightenment for the management practice of leadership behavior on the recognition of employees to the organization.

Theoretical Implications

Based on the perspective of the Positive Psychology, this research investigates and studies the mechanism of LAHS affecting employees' work engagement. The research and demonstration results show that positive emotion can transmit the influence of LAHS on employees' work engagement, and the transmission effect depends on the high and low organizational support of employees. In the context of high organizational support, the positive and indirect effect of LAHS on employees' work engagement via positive emotion is stronger. This result has important theoretical significance for enriching the theory of LAHS and the stability and work engagement of the new generation of workers in enterprises.

First of all, this research reveals the "black box" of amicable and humorous leaders' influence on employees' work engagement from the perspective of positive psychology. LAHS can enhance subordinates' recognition of the organization, enhance employees' positive emotions, and increase work commitment. According to the social exchange theory, higher organizational support will make employees have emotional identity and strong sense of obligation to the organization, so they are more willing to contribute to the organization to repay the

organization (Xu Xuanxuan et al., 2018). The study also found that, a higher sense of organizational support can improve employees' job satisfaction, well-being, sense of belonging and insider identity to a certain extent, and these cognitive elements are closely related to job investment, which can accelerate the improvement of employees' job satisfaction, well-being, sense of belonging and insider identity (Gupata, 2016). This study results can broaden and enrich people's understanding of the impact of LAHS on employees' work engagement.

Secondly, organizational climate and contextual factors will affect the effectiveness of LAHS. Organizational support is one of the most important contextual factors of organizational climate that employees face. The sense of organizational support is the recognition and appreciation of employees from the main body of the organization, and represents a level that the organization wants employees to reach. With the increase of employees' sense of organizational support, employees perceive that the organization will give more cognitive, emotional and work resources, resulting in more intention to work (Xiao Peng, 2014). In other words, improving employees' sense of organizational support will enhance employees' sense of existence and value in the organization, make subordinates feel proud and happy as a member of the organization, recognize the organization and invest in work. Therefore, from the perspective of Positive Psychology, this paper actually integrates the relevant theories of social exchange and social identity to the research on work engagement, which is a blank supplement to the previous relevant theoretical research.

Practical and Social Implications

This research provides practical contributions to organizational management and decision makers.

First of all, the research results show that friendly and humorous leaders can improve the positive emotions of employees. The company should give employees more care and encouragement, and fully mobilize the positive emotions of employees to invest in their jobs. Leaders can also show open and supportive behaviors, such as listening to the personal needs of employees (Decker, W. H. and Rotondo, D. M., 2001). Leaders should appropriately change their leadership style and value the positive effects of humor. Leaders should create a humorous and harmonious environment in the organization, instead of making employees feel that there is only pure working relationship and harmonious interpersonal relationship atmosphere in the organization. Especially in the Chinese context, the new generation of employees has the characteristics, leaders should appropriately show their own sense of humor, use their own humor on the right occasions, create a positive working atmosphere, and mobilize employees' work enthusiasm.

Second, research shows that friendly and humorous leaders can have a more positive influence on employees with high organizational support, creating an atmosphere of high-quality organizational support, employees will feel organizational recognition. Maintain a high-quality exchange relationship between the upper and lower levels of the organization. In the process of allocating the limited resources and time that the leader has, even if there are unequal and unfair resource allocations, employees will consider these differences to be reasonable. Will continue to maintain employee recognition of the organization. At the same time, the organization should first pay attention to the demands of employees, and pay attention to providing appropriate help from the organization's support. For employees, not only a good working atmosphere and sufficient human and material resources are needed, but also the organization's care for personal life and family, care and attention to employees, respect for employees' opinions and recognition of value, and personality independence, etc. As an agent of the organization, superior leaders should also be required to effectively convey the organization's ideas and support, actively provide assistance to employees, and do a good job

in contact and feedback. Employees feel the support of the organization and strengthen their identity and work commitment to the organization. This is a win-win situation.

Finally, as one of the contents of social emotional exchange in the organization, the leader's use of humorous behavior has an impact that cannot be ignored on employee behavior. Especially in the fierce market competition, employees face greater pressure at work. Working in a humorous and relaxed organizational atmosphere, employees will be relatively comfortable and their mental health is high, which is of great benefit to society, family and organization.

Limitations and Suggestions for Future Research

Although this study has made some achievements, our research still has some limitations, which provides a possible way for future research.

The first limitation mainly comes from data research. Because the influence of Covid-19 epidemic, it is impossible to have more in-depth communication and dialogue with relevant personnel of enterprises, and homology deviation is easy to exist. Although the total variance interpretation of the variables in this study exceeds 75.8%, it is not possible to divide the questionnaire into different time points for measurement. Since the number of samples selected is limited to a few regions and industries, it may affect the external validity of the conclusion to a certain extent. The sample taken in this study is restricted to Chinese mainland. It is of great reference value to the management practice of Chinese mainland enterprises. It is necessary to further study and demonstrate whether the management practices in other regions are suitable.

Furthermore, there are few studies on the influence of LAHS on employees' work engagement at home and abroad. Many scholars mainly study the impact of other leadership styles on work engagement. This study mainly studies the role of LAHS in indirectly affecting employees' work engagement through positive emotions. Whether there are other alternative mechanisms is expected to be found in future research.

Finally, this study has carried out detailed investigation and communication on enterprises, and eliminated some factors affecting causality, but it still belongs to cross-sectional research. In the follow-up study, some longitudinal research designs will be added to better find the causal relationship between variables.

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