

**HUMOUR AND JOB SATISFACTION AMONG ACADEMIC STAFF IN THE
UNIVERSITY OF BENIN, BENIN CITY**

BY

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MAY, 2024

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS
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OF BACHELOR OF SCIENCE (B.SC) IN BUSINESS ADMINISTRATION IN
UNIVERSITY OF BENIN, BENIN CITY.**

MAY, 2024

DECLARATION

I, hereby declare that:

1. This project work is based on a study undertaken by me in the Department of Business Administration, University of Benin.
2. This work has not been previously submitted for the award of a degree elsewhere.
3. All ideas and views are the product of my research effort and all references to work of others have been duly acknowledged.
4. I solely accept all legal responsibility for any copyright infringement.

Kasarachi Sonia ONWUKANJO (Miss)

Date

CERTIFICATION

We the undersigned certify that this project work was carried out by **Kasarachi Sonia ONWUKANJO** in partial fulfilment for the award of a Bachelor of Science (B.Sc.) degree in Business Administration, Faculty of Management Science, University of Benin, Benin City, Nigeria.

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DEDICATION

This project is exclusively dedicated to the memory of my loving Father, Late Pa ONWUKANJO Amos, who passed away on the 28th of December 2010. I so much wished he is alive today to witness my success and progress. May his gentle soul continue to rest in the blossom of God.

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I sincerely without a doubt, acknowledge the Almighty and faithful God, for gifting me with his life, for his undeniable love towards me , for his protection, provision. I adore and glorify God for his direction and wisdom to comprehend academically.

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With a heart full of gratitude and joy, I humbly appreciate my sweet mother Mrs Bridget Amos, for her support , for her kind prayers, for providing for me, and for standing by me throughout my academic journey. I pray that the Almighty God reward her efforts. Amen

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ABSTRACT

The study examined workplace humor and employee job satisfaction among academic staff of the University of Benin, Benin City, Edo state, Nigeria. The study specifically sought to ascertain the extent to which workplace humor impacts on the level of job satisfaction among employees. The study adopted a survey research design with questionnaire as the research instrument tailored towards the study objectives. The study sampled 257 respondents randomly drawn from a population of 1,896 academic staff of the University of Benin. Data gathered for the study was analyzed using descriptive statistics and the linear regression model to ascertain the causal relationship between the variable via SPSS 28.0.

Findings obtained from the analysis showed among other things, a low level of workplace humor, and a low level of job satisfaction among the respondents. The regression analysis showed a lack of significant relationship between workplace humor and job satisfaction among the staff. Hence, the study concluded that workplace humor, though vital in maintaining social relations among employees; is majorly focused on the informal aspects of work which do not impact on employees satisfaction, performance or productivity.

Based on the findings, the study recommended among other things that organizations should endeavour to understand that each employee's needs and preferences vary, and as such, they should adopt personalized strategies to meet these needs as much possible as this will help foster organizational commitment and citizenship behaviour among employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Humour can be defined as amusing communication that produces positive emotions and cognitions in the individuals, groups or organization. The positive effect reflects the extent to which a person feels enthusiastic, active, and alert, and is related to social activity and positive emotional reactivity (Inegbenebor, 2015). Similarly, it has a certain effect on the workplace or an organization too. For individuals at workplace, humour concerns their working mood and is a means for them to interact with members of their team.

Adequate exercise of humour can create a fun atmosphere and resolve embarrassment, dilemmas and even conflicts among people, establishing familiarity with others and contribute to the quality of interpersonal relationship (Inegbenebor, 2011). In contemporary management, managers are expected to create an environment/climate where employees can easily interact with management and fellow employees, which will promote employees' cooperation that is necessary for the achievement of organizational goals. Humour when used in the organization promotes healthy work life and harmony. Managerial humour practice involves managers communicating and interacting with subordinates using humorous materials. Managers can induce humour by presenting pleasant

surprises, teasing, joking, laughing out loud, smiling, and raising a cynical eyebrow aimed at creating a fun filled atmosphere where employees can feel free to express themselves. Managers have a choice on how to introduce humour and this choice is amongst the different humour styles. An important development in humour research is the conceptualization of four humour styles in extant literature by scholars that can be explored by managers in the workplace which include: affiliative humour, self- enhancing humour, aggressive humour and self-defeating humour (Romero & Arendt, 2011).

Humorous practices in the organization reflect individual differences in the functions of humour. Approaches to humour are assumed from the initiator's perspective, thus suggest why a manager would choose one or the other style in various organizational situations. Though approaches to humour are independent, they can be combined due to the overlapping functions they perform. Below are the four humorous practices employed by managers. Humours can be affiliative which is used to ease tension in interpersonal communication. People who employ this kind of humour tell jokes and funny stories to attract others and improving social interaction. This position is supported by Martin (2011), they asserted that it is like a lubricant that can easily ease out interpersonal strangeness and nervousness and instill enthusiasm into social occasions. Similarly, this type of humour also has positive correlation with self-esteem, optimism, and a good mood; it is negatively correlated with nervousness and anxiety. Managers who use

this humour practice/style tell jokes or funny things to relief interpersonal tension and provide subordinates with the sense of comfort; these managers are usually liked by others and seen as non-threatening. Ho, Wang, Huang and Martin (2011) also opined that applying affiliative humour in an organization is often built on the hope to minimize the strange feelings with subordinates, shorten mutual distance, try to bring members together and create solidarity and a positive environment so that the individuals and team can work toward common goals.

Self-Enhancing Humour Self-enhancing humour helps in developing a positive mindset in the face of distress, tension and tribulation. People who employ self-enhancing humour have a humorous view of life and are not easily overwhelmed in distress and by its inevitable tribulations (Romero and Arendt, 2011). These people have a humorous attitude towards their life. When they deal with stress or difficulty, they motivate themselves through humour and maintain their positive awareness. It is an emotion-regulating or responsive defense mechanism. Self-enhancing humour has been said to be negatively related to neuroticism and positively related to self-esteem and favorable emotions (Ho, Wang, Huang & Martin, 2011). Romero (2006) posit that this type of humour is used to enhance the image of the initiator when used in the organization. This humour style is individual centered unlike affiliative humour (Martin, 2003). Romero (2006) also opined that this type of humour is use mainly to impress others. This is in consonance with Martin (2003) assertion that self-enhancing humour emphasizes

the internal transformations of oneself and it is not easy for team members to be aware of the intensions of the initiations at the beginning. Managers who use this humour style enhance their self-image relative to others and demonstrate to others that the manager has a positive mindset towards stress and can effectively cope with organizational distress. Aggressive Humour Aggressive humour involves 'put down'. People who use this type of humour try to humiliate, belittle and victimize others. It is also aimed at manipulating others by means of implied threat or ridicule (James 2000). This humour style is based on the superiority theory, which postulates that the initiator of the humour is superior to others. People make themselves feel better at the expense of others by using aggressive humour in order to maintain a superior status. Aggressive humour is said to be negatively related to agreeableness and conscientiousness while positively related to hostility, aggression, and nervousness (Martin, 2003). Naturally, aggression does not produce positive emotions and similarly it is not expected to establish positive relationships. In organizations, managers use this type of humour to humiliate employees increasing their anxiety and reducing their well-being. According to Miznikova and Schönfeldt (2010) the use of aggression by managers might equal exercise of power and insensitivity, thus is not advised to be practiced when trying to achieve organizational outcomes by friendly means.

1.2 Statement of the Research Problem

Humour is a complex concept that may have a big impact on the workplace and employee satisfaction. It has been extensively researched in a variety of areas, including how people can use it to manage stress and improve overall health (Odunlami, 2017) how it contributes to organizational functioning workplace and employee satisfaction. Researchers have developed tests that can be used to match people to the style(s) of comedy they are drawn to as they have clearly defined these many aspects of humour over time (Martin ,2016). Previous studies have given academics the opportunity to explore humour as an operationalized concept and have shown where there are still gaps in our knowledge of humour. The distinction between research on positive and negative humour is now the most pronounced, with the bulk of studies concentrating on the positive aspects of comedy in the workplace. The current study will concentrate on the less-examined aspects of workplace humour and how they affect employee job satisfaction. Additionally, this study will look at how humour, both good and bad, affects the relationship between employer and their employees.

1.3 Research Questions

The following research questions were raised to guide the study

- i. What is the relationship between affiliative humour style and employee job satisfaction.

- ii. What is the relationship between aggressive humour style and employee job satisfaction.
- iii. What is the relationship between positive humour style and employee job satisfaction.

1.4 Objective of the Study

The study's primary goal is to analyze or evaluate how humour in workplace influence employee job satisfaction. Specifically, the study's objectives are:

1. To determine the relationship between affiliative humour style and employee job satisfaction.
2. To examine the relationship between aggressive humour style and employee job satisfaction.
3. To find out the relationship between positive humour style and employee job satisfaction.

1.5 Hypotheses of the Study

To provide answers to the research questions, the study will test the following hypotheses null form:

H₀₁: There is no significance difference between affiliative humour style and employee job satisfaction.

H₀₂ : There is no significant relationship between aggressive humour style and employee job satisfaction

H₀₃: There is no significant difference between positive humour style and employee job satisfaction.

1.6 Significance of the Study

Researchers in Nigeria concerning humour in workplace and employee job satisfaction is gaining some form of prominence which points to the fact of more diverse work environment and the need for more motivated employee has made it a developing problem. This study was conducted for a number of strong reasons. Our understanding of workplace humour will be modified, and we'll get the chance to learn about the different ways humour may increase job satisfaction. Because of this, it is projected that governmental organizations, institutions, and other groups would benefit tremendously from the study's conclusions. The study will also act as a helpful resource for academics and research students interested in doing more studies on the subject both domestically and abroad. It will also provide ideas on how to infuse humour into an organization.

1.7 Scope of Study

This study is on the impact of workplace humour on employee job satisfaction among academic staff in University of Benin, Benin City. This study, which was conducted in the university of Benin, Benin City, Edo State, is primarily concerned is on the impact of workplace humour on employee job satisfaction among academic staff in University of Benin, Benin City. This study targets the

entire academic staff population of one hundred and sixty-three (163- Records & Statistics, UNIBEN, 2024) individuals from the faculty of management sciences at the University of Benin, Benin City. The research will be conducted from November 2023 to 2024.

1.8 Limitation of the Study

The limitation encountered was on data used for the study because some respondents may not be willing to take time to answer the questions. On the other hand, other limitation factor includes the dearth of materials resources for this study. Scrupulous attempt was made to dig out relevant literature on the topic but with limited success. Therefore, it would be unrealistic to assume that all the necessary facts have been gathered in the process of the study. The materials that formed the basis for the conclusions in this study are gathered from theories and some empirical studies gathered from newspaper articles and basically the internet.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Humour is describe as amusing communication that produces positive emotions and cognitions in the individuals, groups or organization. The positive effect reflects the extent to which a person feels enthusiastic, active, and alert, and is related to social activity and positive emotional reactivity This part of the research aims to review the existing literature on humour in workplace and how it influences employee job satisfaction. As will be seen in the subsequent parts of the chapter, the focus of this will be on theories that are relevant to the variables under the study.

2.2 Conceptual Framework

As can be donated from the chapter one of this work there are certain phrases that relate to and are frequently used while addressing the impacts of Humour. Words like "delightful," "joy," and "laughter" are used to describe behaviors and feelings that may result from Humour in the preceding paragraph. Because these are interchangeable in order to apply the specific meaning of "Humour" in the context in which it is employed in this research, it is deemed necessary to clarify a few concepts. In today's use, the word "Humour" may signify many different things.

The Latin word Humour, which meaning liquid or fluid, is the source of the term. The fluid energy that was thought to flow through the human body and affect emotional states was the subject of early usage of the term. Although Ruch (2019) records them as blood, phlegm, black bile, and yellow bile, these fluids were typically identified as blood, phlegm, cholera, and melancholy. Additionally, it was thought that one's health and disposition were determined by this energy. Common phrases like "he is in good Humour" have some reference to this concept today. The meaning of Humour has changed along with theories about Humour. When discussing the word's etymology, Milner Davis (2015, p. 39) comes to the conclusion that it has become so widely used that it "embraces all branches of study of what might previously have been called "the comic" or "the laughable," that is, the core and essence of things which by incidents or design tend to make people laugh or be considered funny."

2.3 Concept of Humour

Humour as a construct has been thoroughly researched and identified as a multifaceted, quantifiable entity. Various researchers have different definitions of Humour. Memer (2012) defined it as a trait-like cheerfulness, while Martin (2015) defined it as a communicative activity with positive emotional reactions by perceivers. Okon (2016) defined it as a multidimensional construct that can include the abilities to produce, recognize, appreciate, and use Humour as a

coping strategy. It has also been proposed that it can take the shape of a variety of constructions that are used for a variety of goals, including establishing supremacy over others, resolving discrepancies between different bodies of knowledge, or letting go of tension and stress (Romero & Arendt, 2017). Martin (2015) provided a more detailed definition of Humour as a construct that can be divided into four aspects in a 2x2 model, with one side of the model concentrating on oneself or others and the other being positive or negative. The remaining four types of Humour may be investigated, two of which are either positive or negative, while the other two are either self- or other-centered.

There are four of these:

Affiliate Humour (positive, others): This type of Humour relates to the propensity to make jokes, quips, tell funny tales, laugh with others, and/or entertain others. This kind of comedy is typically displayed by pleasant, emotionally secure, socially outgoing people who care about other people.

Self-enhancing Humour (positive, self): This type of Humour concentrates more on perspective-taking Humour, a propensity to have a light-hearted attitude on life, and employs Humour to help people manage their emotions and cope with situations. People who display this style are more likely to be able to deal with stressful situations and prevent stress-related consequences like burnout.

Aggressive Humour (negative, others): expressions of Humour that are

compelled and made without consideration for how they may affect others. This type of conduct includes sarcastic remarks, teasing, and other instances of utilizing Humour to manipulate or criticize people. This type of comedy is more frequently used by males than by women.

Self-deprecating Humour (negative, self): This type of Humour has a tendency to be too flattering and self-deprecating. Allowing oneself to be the brunt of others' jokes or using Humour as a sort of protective denial to mask bad emotions are examples of actions that display this type of comedy. Men are also more likely to use this style than women.

Both positive Humour terminology can serve an adaptive purpose in the workplace (Okon, 2016), whether it be through increased organizational cohesion and effectiveness (Mathew,2017) or stress management (Romero & Arendt, 2017) According to each description, affiliate Humour is more prevalent when team cohesiveness and communication are enhanced, but self-enhancing Humour is more prevalent among those handling a difficult situation. According to Okon (2016), both forms of negative Humour have a detrimental impact on social skills and resilience while favorably relating to emotional tiredness. Self-defeating Humour only exhibited connections with melancholy, anxiety, and low self-esteem (Okon, 2016), however aggressive and self-defeating Humour also revealed relationships with hostility, aggressiveness, subclinical psychopathy, and

Machiavellianism. Last but not least, aggressive Humour was shown to be adversely associated to job happiness, teamwork, and coworker satisfaction (Okon, 2016).

2.3.1 Concept of Humour in the Workplace

Few organizational scientists, academics, or students have historically taken workplace Humour seriously, and it is clear from the relative youth of the majority of the references cited that this is a field of interest and research that is expanding. Workplace Humour frequently draws criticism for being potentially insensitive, ineffective, and a waste of time. According to certain organizations, amusing individuals cannot be taken seriously, and if a person is having fun at work, they can't be taking their task seriously enough to be effective (Brief, 2019). According to research (Infante and Gordon, 1989), inappropriate Humour, especially when utilized by supervisors, may have a negative impact on employees' job happiness. The promotion of sexual harassment, particularly when jokes are directed at women, (Okoro, 2019), the potential for jokes to be made at the expense of any minority group (Davies, 2002), and other justifications for opposing encouraging Humour in the workplace have also been made (Ayakoroma, 2019). The presence of inappropriate Humour at work might lead to serious issues. Given the current repercussions for employers regarding bullying and sexual harassment, this is a risky situation for any workplace (Quinn, 2018). An alternative viewpoint contends that Humour, when used appropriately, may

benefit social groupings, including businesses and organizations. According to several studies (Viswesvaran, 2012), the acceptance and use of appropriate Humour in the workplace offers considerable advantages for both employee and organizational efficiency. Employees who participate in workplace Humour show improved mental health as well as increased job satisfaction and workplace involvement. Employees who enjoy workplace Humour also tend to be happier with and more invested in their jobs as well as report better mental health than those who do not. Additionally, those who started the Humour were less likely to leave their jobs (Abramis, 2018). A successful organization uses Humour effectively to improve many elements of its operations. According to Romero and Arendt (2017), employees who use such Humour have a favorable effect on workplace characteristics and productivity indicators including stress management, collaboration, and cooperation amongst team members. A more positive organizational culture is also facilitated by increased group cohesion, communication, and innovation (Romero & Cruthirds, 2006; Romero & Pescosolido, 2008). Workplace fun is emerging concept in the modern era due to numerous benefits as it has not only the positive organizational outcomes, but it also affects the personal and social life of an individual. Positive workplace fun provides relief from frustration promotes effective communication and reduces the social distance among people by improving relationships. A common problem lie in most of the companies is the lack of culture that supports the fun at work

place. It was mostly assumed that work should only be working and do not involve any type of playful activity. In the past fun has not been linked with work, however, the literature support suggested that fun at work place raise the quality of work life, reputation, performance, employee development programs, diversity initiatives, communication, group cohesiveness, enthusiasm, satisfaction, creativity, causes less human resource problems and employee retention (Fineman, 2016). However, to have a fun at the workplace not only important for the task performance but also the source of the expedite increase in employee performance. Bakke (2016) a professional business writer also advocates, “People should love to come to work”. Furthermore, creating fun in workplace culture is pivotal for increasing employee motivation and productivity, reducing stress and increasing customer satisfaction (Kersley et al., 2018). Owler (2008) suggested the perspective point of view that work place fun could only be occurred when work and play are successfully intermixed. This integration is helpful in creating calm, anxiety free and healthy environment. Fluegge (2018) defined that Workplace fun is playful, social, interpersonal, recreational, or task activities intended to provide amusement, enjoyment, or pleasure. Furthermore, McDowell (2004) also gives the definition of the fun at work place as a “social, interpersonal, or job activities at work of a playful or entertaining in nature which is a source of amusement, enjoyment, or pleasure for individuals”. The implementation of fun philosophy of a workplace is not an easy task and it’s found that there is significant difference

lies in the organizations according to their culture which tolerate, support and reward fun. Furthermore, people's attitude also varies according to the significance, correctness, and apparent consequences of having fun at the job place. These issues, along with questions about the motives behind Philosophy of fun, it can be reason a few workers react with doubt and confrontation (Fineman, 2016). The degree to which employee can find fun at work place depend on their special point of view, socialization processes, work experiences and personality distinctiveness – each accounting for changing attitudes and perceptions about the significance of workplace fun(Aldag & Sherony, 2018).Baptiste (2019)suggest that the basic purpose of fun was to achieve engaged and relaxed employees as an instant factor of improvement of quality of work life. On the other hand, several questions emerged about the chant of fun could be a fake way to pleasure and well-being. Researchers give suggestion as how the fun with the organizational culture is infused. For example, starts company weekly meeting with the funny and silly games to make employee relax before the serious talks. Moreover, by giving small and funny gifts and incentives likes' chocolate, cinema tickets on the accomplishment of the task, all these sorts of activities creates a new sense of urgency and enjoyment among the teammates. Furthermore, it's also proposed that by adding social trips together for better understanding of each other's and make the work environment bright with colors and posters are also helpful in generating a pleasing organization workplace culture.Chan (2018) categorized the

workplace fun activities in four different ways named as staff-oriented, supervisor oriented, social oriented and strategy oriented fun at workplace. In his classification stafforiented fun activities includes celebration of personal event like birthday, marriage and retirement. This sort of activities is a source of appreciation for employees from its coworkers and organization. Further, it also leads towards employee job satisfaction, high motivation for the better performing the organizational task and also helping the colleagues other than the job tasks. Supervisor oriented fun activities includes lunches, breaks and informal meeting with the immediate supervisor. Such meetings between employee and his immediate supervisor had lead to discuss the performance standards more openly and improve their relationships in the performance of task. Further, the firms mostly sponsor the social fun-oriented activities that includes, holiday parties, charity events and picnics. Such activities enhance the group cohesiveness and enable them to work by having better understanding with one another. The last type of fun activities at work is strategy oriented that includes family friendly policies, management practices of outstanding performers and policy of participation program. These activities clearly shows the appreciation of organizations towards hard work and active participation in organization life, Thus organization support the employee to promote the well being of organization in return by having better performance in the teamwork.

Hemsath and Yerkes (2020) believe that fun at work place is highly effective

single characteristics of successful organizations and enables the direct link of workplace fun with employee productivity, creativity, satisfaction, retention as well as customer satisfaction and many other aspects that's determine the business success. Meanwhile, work place fun also covers all those fun activities that are designed with purpose and having an expectation of enhancing the organizational productivity. In Addition, it also suggested that by surveying before and after fun activities researcher could directly measure the impact of workplace fun on the attitude and behaviors of the respondents. Karl and Peluchette (2016) established a link between job satisfaction and experienced fun. Task performance of employees also improves by the integration of fun at work place. Fluegge (2018) also established an indirect relationship between workplace fun and task performance in his dissertation.

2.3.2 Concept of Managerial Humour Practice

As opposed to some historical context where managers consciously suppressed Humour because it was perceived as uncivilized and dangerous, the concept of humour in the workplace is currently receiving significant attention (Collinson, 2017). These have resulted in the various definitions of Humour offered by various scholars as Humour, despite being all around us and being used constantly, does not lend itself to general definition; it is not a concept that can be easily defined. Due to this, there is not a single definition of Humour used by academics;

rather, definitions vary based on the facet of Humour being investigated. Hatzithomas, & Petridou (2017) described Humour as a social expression with positive impacts on physical and psychological health and well-being. When defining organizational Humour, followed Romero and Cruthirds (2006), who defined Humour as amusing communication that results in positive emotions and cognitions in the individuals, groups, or organization. According to Hoendervoogt (2015), the positive impact is connected to social interaction and positive emotional reactivity and measures how eager, energetic, and alert a person feels. Similar to how it affects individuals, it also has an impact on a workplace or organization. At work, people's sense of Humour affects their productivity and serves as a channel for communication with coworkers. A good sense of Humour may help individuals feel better about themselves, solve problems, and even resolve disputes. It can also help people get to know one another and improve the quality of their relationships with others (Martin, 2017). Today's managers are expected to foster an atmosphere in which staff members may readily communicate with one another and with management, encouraging the kind of teamwork that is essential for the accomplishment of organizational objectives. When employed inside a company, Humour fosters peace and a good work environment. Using hilarious materials in communication and interaction with subordinates is a part of managerial Humour practice. In order to create a fun-filled environment where employees may feel free to express themselves,

managers can incite Humour by offering pleasant surprises, tease, joke, laughing aloud, smiling, and raising a skeptical eyebrow. There are several comedy styles from which managers might choose when introducing Humour. Four Humour styles affiliate Humour, self-enhancing Humour, aggressive Humour, and self-defeating Humour have been conceptualized by researchers and may be explored by managers in the workplace. This is a significant discovery in the field of Humour research (Romero & Arendt, 2017).

2.3.3 Some Benefits of Humour

There are several case studies describing the use of Humour and the advantages that result in well-known novels and publications. Castelli (1990), who examined the Ben and Jerry's ice cream franchise, Caudron (1992), who looked at Kodak at a time when it held a dominant position in the photographic film sector, and Hudson (2001), who described the corporate culture of the Brady Corporation from her perspective as that company's CEO, are just a few of the many case studies that look at Humour as an important component of organizational culture. Hudson claimed that encouraging Brady employees to have fun and relax helped the firm to feel more united as a whole. Brady Corporation used Humour to generate dialogues that led to creativity, made business messaging memorable for employees, and enhanced productivity by lowering stress. Over a seven-year period, the company almost tripled its market capitalization, nearly doubled its net

income, and doubled its sales (Hudson, 2001). The Brady Corporation's gains indicate that encouraging fun in the workplace can result in a strong corporate culture as well as better financial results. An analogous corporate culture project at Southwest Airlines promoted enhanced creativity, facilitated learning, and reduced employee fear of change (Barbour, 2019). The building of cooperative teams and relationships (Bennis, 2015), just to mention a few. Additionally, according to Noon and Blyton joking at work plays an important regulatory function by providing a means of expression that assists group cohesion, deflects attention from the dehumanizing aspects of work, and acts to preserve the existing power hierarchy." In their opinion, Humour is crucial because it may be used to counteract "the alienating tendencies of work." Colleges and universities are responding to a demand from the corporate sector that Humour be included in leadership and management programs, which demonstrates the growing significance of Humour as a genuine addition to a manager's skill-set. For instance, a course titled how leaders and managers can engage people with Humour is part of the Public Sector Leadership and Management curriculum offered by the Civil Service College in 2013 for the Singapore Government. Humour "provides an important key to creating a more open and responsive workplace," according to the course summary. The overview outlines some of the possible advantages of Humour, such as less "burnout," stronger communication, higher problem-solving abilities, and better employee relations. It is concluded

that by employing Humour, professionals not only increase their productivity at work but also increase their level of job satisfaction.

2.2.4 Humour in Relation to Physical and Mental Health

A number of mental and physical health advantages have been associated with Humour in general. When used in relation to employment, this is especially true. According to science, laughing has a favorable impact on heart health (Ajala, 2012). Laughter's ability to elicit positive emotions can also have analgesic or immune-boosting benefits (Mathew & Vijayalakshimi, 2017). By assisting workers in handling challenging circumstances, relieving stress, regaining a positive perspective on their professions, and facilitating an upbeat reinterpretation of events, Humour can help minimize burnout (Ajala, 2012). In order to shield themselves from the unpleasant repercussions of the encounter, people who are feeling upbeat may reframe unfavorable occurrences as innocuous (something Humorous) (Kuiper, 2019). This shift in perspective about stressful situations might provide people a sense of control, which in turn lessens stress (Mathew, 2017). According to one study (Okon, 2016), coping humour has been shown to reduce the impact of traumatic stresses on burnout and PTSD among firefighters. A vast social network may be built and maintained more easily when a person has a sense of Humour, since these traits increase social competence and

interpersonal adaptability (Ajala, 2012).

2.2.5 Humour in Relation to Organizational Functioning

In-depth research has also been done on the function of Humour in organizations. Humour promotes receptivity to constructive criticism, stimulates mental flexibility, attentiveness, and memory, and encourages individuals to go beyond their preconceived boundaries. It also enhances functioning and performance under stress. These impacts specifically include enhancing organizational effectiveness and group cohesiveness. A team's ability to laugh in the face of difficulty can also act as a binding agent on difficult days (Mathew, 2017). Humour promotes positive affect among group members, emphasizes shared values when something amusing is shared, and masks unpleasant message content, thereby reducing friction in interactions, by tying a joke to that message (Ajala, 2012). These are all ways that Humour aids in group cohesion. Humour is a fantastic social lubricant that may improve group cohesion, foster consensus, and enable the group to temporarily disengage from current, more serious issues (Ajala, 2012). Humour may be used to positively convey information or make a point, which helps build group identity, fosters greater levels of trust, and minimizes social distance between group members. Members of groups frequently use Humour to communicate emotions for which there is no easily

accessible or socially acceptable outlet (Mathew, 2017). By keeping the audience aware and focused on the presenter, Humour may also be utilized to communicate dull or tedious material in a more engaging way (Tabares & Kleiner, 2016). Increasing team creativity with comedy may promote productivity in a workplace. Members of the group would be more inclined to provide fresh thoughts or information if messages were delivered in the form of constructive criticism. This is perhaps because comedy is ambiguous, allowing its users to criticize others without having a detrimental impact on other people (Mathew, 2017).

2.2.6 Humour in Relation to Leadership

A significant amount of study has also been done on Humour and leadership. Humour is a quality usually linked to leadership and the capacity of a leader to influence followers to change Mathew (2017) found that Humourous leaders may ease tension in teams and promote better relationships among subordinates, particularly when Humour is used in circumstances when there is existing disagreement between employees. Since a Humourous leader will come across as more relatable, the use of Humour in leadership can also lessen the perceived social distance in followers (Mathew, 2017). Humourous leaders may come off as more convincing to their followers (Tabares, 2015). According to Decker and Rotondo (2019), subordinates who believe their bosses have a good sense of Humour are more likely to report feeling more satisfied with their jobs and to

think highly of them. Jokes from superiors are frequently perceived by subordinates as funnier than jokes from other senders (Tabares, 2006). Additionally, it makes their boss seem more approachable and softer (Tabares, 2006). Positive Humour tended to benefit female supervisors even better than it did for male supervisors (Decker & Rotondo,2019). Neither leaders nor followers should try to make them funnier or laugh more often. It is also advantageous to recognize the value of existing Humour and guide it in useful areas (Mathew, 2017). Another key factor to take into account is the Humour's tone. According to research by Sobral and Islam (2015), employing offensive Humour against subordinates was favorably correlated with workplace negligence while negatively correlated with job satisfaction and intention to stay. While individual subordinate differences affect their use of positive Humour at work, Decker and Rotondo (2019) discovered that their leader's greater use of negative Humour at work influenced them to use negative Humour more frequently as well. This could be because using negative Humour is perceived as riskier from a social perspective and requires more social signs than using positive Humour. It's also crucial to take into account the subordinate's sense of Humour. According to Wisse and Rietzschel (2014), subordinates who indicated a propensity for using good Humour (both for themselves and others) rated their boss higher on all of these dimensions: likeability, respect, perception of loyal support, and willingness to put up extra effort to further shared objectives. Contrarily, followers who

admitted to a propensity for Humour expression without consideration for how it would affect others rated their leader less favorably and expressed less respect for them (Wisse & Rietzschel, 2014). Leadership may alter a subordinate's choice of Humour, which may change how their relationship is affected by different Humour. According to Decker and Rotondo (2019), individual variations were a better predictor of positive Humour use than contextual factors were of negative Humour use. One of these contextual variations may manifest as a leader employing negative language Humour. If their boss also uses it, a subordinate may feel more at ease to employ a more socially "risky" style of comedy. In contrast to what has typically been shown to be true with negative Humour, if this shared Humour style is detected in a leader/subordinate relationship, it may result in a different outcome in terms of work satisfaction.

2.2.7 The Role of Managerial Humour practices in Job Satisfaction

In the popular, practitioner, and academic literatures, numerous justifications for why Humour might be advantageous at work have been put forth. Humour is supposed to reduce stress at work (Abel 2002), improve workgroup cohesion (Duncan 1984; Vinton 1989), and act as a social lubricant in order to reduce conflict (Morreall, 1991). These justifications for Humour's beneficial effects have obvious consequences for job satisfaction, especially in respect to interpersonal and task-related facets of the job: Humour might make the task

and those that one works with easier. Therefore, it is important to investigate how Humour has affected job satisfaction as a job attitude, as this has significant effects on workplace behaviors like work withdrawal, turnover, and job performance (Judge, 2001). A modest amount of empirical data suggests that Humour is positively connected with work satisfaction, as discussed in a recent meta-analysis (Ajala, 2012). According to Ruch (2019), the phrase "sense of Humour" refers to a psychological trait that reflects a tendency to start or join in on comedy on a regular basis. Proposed connections between Humour and job happiness include the assumption that personality variations in comedy inclinations show up in real workplace behavior. In fact, a review of the studies included in the Ajala (2012) meta-analysis shows that associations between Humour and results examined in their analysis, like those between Humour as well as job satisfaction, concentrated on general impressions of the feeling of Humour instead of specific Humour behavior and an outcome. For instance, Decker (2010) discovered a favorable association between employees' opinions of their supervisors' sense of Humour and their level of job satisfaction. Such designs raise the possibility that people may respond to survey questions about sense of Humour and other positive aspects of their job in a bid to be consistent or simply to confirm implicit hypotheses that good things go together because they believe having a sense of Humour is a positive quality (Martin 2007). We believed it would be crucial to offer respondents with particular examples of comedic

behavior rather than the broader construct of sense of Humour in order to reduce issues with biased recollection because the idea of the "sense of Humour" is subject to many interpretations. The forms of funny behavior that will be looked at must also be specified. We have chosen to look at the association between conversational Humour and work satisfaction because it seems to be the most prevalent type of comedy behavior (Martin & Kuiper 2019) and incorporates daily Humour encountered in continuous interactions. We anticipate that conversational Humour will be positively connected with job satisfaction given the many presumptive roles of Humour in the workplace that should impact attitudes about one's employment (such as establishing cohesion, minimizing conflict, and coping with stress). According to several studies (Mathew, 2017), using good Humour within a workplace has a favorable connection with job satisfaction. Furthermore, the use of offensive Humour (especially by those in positions of authority toward subordinates) is associated with lower job satisfaction (Wisse & Rietzschel, 2014; Sobral and Islam, 2015). Despite the overwhelming body of research linking both positive and negative Humour to job satisfaction, the link can become murkier when other factors are taken into account, especially in the context of leadership-subordinate interactions.

2.2.8 The Role of Managerial Humour Practices in Employees' Commitment

According to John and Elyse (2010), commitment is a psychological state that ties

a person to a company. Employees' organizational commitment is defined Deshpande (2013) as a measurement of their identification and attachment to their jobs. Employee engagement in their work is required for this, as is a commitment to the company and a desire to continue working there. Such personnel would be prepared to put up the effort, show devotion to the company, and form a predisposition and emotional bond that are psychologically in line with the strategic goal of the company. The attitude of employees toward the company, or their organizational commitment, is what determines the success of the organization (Zhenget, 2010). Therefore, it can be argued that someone with a high level of organizational commitment will typically demonstrate it in an attitude of approval, confidence, full backing of the organization's values and goals, as well as a strong motivation to maintain membership in the organization for the achievement of organizational goals (Djastuti, Irviana, Rahardjo & Udin, 2019). Employees who are very committed to the company are going to function more efficiently and function well (Lee, Tan, & Javalgi). Affective commitment, continuation commitment, and normative commitment are the three characteristics of employees' organizational commitment that Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff (2017) have conceptualized. According to Igella (2014), affective commitment is defined as the employees' emotional attachment to, identification with, and involvement in the company.

Minimal staff turnover, minimal absenteeism, and enhanced job performance are

all believed to be positively correlated with affective commitment (Wang, 2010). Contrarily, continuous commitment refers to an employee's keen interest in remaining with the company, which may be motivated by the costs of leaving, such as tenure, compensation, benefits, vesting of pensions, and family (Igella, 2014). Normative commitment refers to the moral duty employees feel to stay with the company. Coyle-Shapiro (2008) claimed that affective and normative commitment has been found to be connected.

According to academic research, employees may display each of these three types of commitment to varied degrees based on the force that ties them to the firm and the circumstances that made it necessary. This unifying factor reveals how much a person identifies with an organization. Employees' attitudes about the company and their willingness to work for and remain with the company are frequently used to gauge organizational commitment (Djastuti, Irviana, Rahardjo, & Udin, 2019). They added that this emotion is frequently referred to as attachment and that affective commitment is one aspect of organizational commitment. An individual who enjoys their job and finds the work environment amusing will be motivated to display positive attitudes and behaviors, one of which is commitment to the organization. Fun while at work demonstrates and strengthens a worker's dedication to the company. In their research, Djastuti et al. (2019) discovered that Humour or having fun at work had a favorable impact on organizational commitment. Workplace "Humour" and good vibes might spread to other

employees. Affiliate and self-enhancing Humour are two examples of management positive Humour techniques that serve as a bridge to unite individuals (Cahill & Densham, 2014). Since affiliate Humour is positive and more-focused, it naturally fits with cooperative and committed behaviors, so people who use it should be more cooperative with their teammates and more committed to the organization. Similarly, due to the fact that they are happier, people who use self-enhancing Humour should be expected to cooperate more with their teams and be more dedicated to their organizations.

According to (Romero & Arendt, 2017), there is a significant correlation between self-enhancing Humour and pleasantness, extraversion, and both, which shows a good correlation with teamwork and organizational commitment. According to Geoswami and Nair (2018), leaders' good Humour has been linked favorably to work attitudes including employee dedication and job satisfaction (Burford, 1987; Decker, 1987). Similar findings were made by Romero and Arendt (2017) in their study, which revealed a link between self-enhancing and affiliate Humour and teamwork. Organizational dedication, affiliative Humour, and self-enhancing Humour all have a favorable link. Self-defeating Humour and agreeableness, social connectedness, and conscientiousness all have a negative association. This is in line with Martin, et al.'s (2015) claim that there is a conflict between self-defeating Humour and organizational commitment or teamwork. People who make fun of themselves would probably have a poor attitude toward their group

and their company. Aggressive Humour tends to make people feel inferior to their team and their company and undeserving of their continued engagement. According to Martin (2015), there is a negative correlation between aggressive Humour and organizational commitment and a positive correlation between aggressive Humour and hostility. Aggressive Humour also has a negative correlation with conviviality and diligence.

2.4 Theoretical Framework

Existing literature uses the incongruity theory, relief theory, and superiority theory as the three main explanations for Humour. According to Romero & Arendt (2017), all three of these theories can be viewed as contingency theories because they clarify the way Humour functions in various contexts.

2.3.1 Incongruity Theory

This theory of Humour was first introduced by the German philosopher Emmanuel Kant in 1790 and further developed by Arthur Schopenhauer in "The World as Will and Idea" in 1819. Schopenhauer claimed that laughing is a way of acknowledging the Humour that arises when one idea and one's expectations are at odds. This idea makes an effort to explain what constitutes funny. Its foundation is the idea that humour is created by unexpected and unusual events (Meyer, 2000). The things that people typically find hilarious and entertaining are

somehow unexpected, startling, or improper, according to this hypothesis (Miznikova & Schönfeldt, 2010). This kind of Humour works by creating an apparent discrepancy between two sets of information, which the recipient then resolves (Suls, 1972).

The solution to an incongruity problem, which is relatively challenging and results in enjoyment (such as laughter), is what is commonly referred to as Humour (Romero and Arendt, 2017). This theory places special emphasis on the cognitive side of Humour, where it's important to be able to recognize and comprehend disparate shifts. According to this theory's application, certain types of Humour used in the workplace serve as examples of the incongruity theory. According to Graham, Papa, and Brooks (2012), the usage of incongruity inside an organization may help in conveying unpleasant information or the expression of feelings with little social risk. According to Richardson (2013), Humour reduces stress and breaks up monotony in the office. As a result, workers start interacting with one another (Meyer 2000). According to the Incongruity Theory, comedy brings a welcome incongruence to the workplace's pattern of dreariness.

2.3.2 Relief Theory

This theory of humour aims at describing humour from the standpoint of our own personal values and functions. This notion contends that comedy can relieve tension, stress, and life's paradoxes. Sigmund Freud is the main proponent of this

notion. According to Freud (1928), humour allows repressed feelings connected to the humour theme to surface. Additionally, according to this theory, a person will laugh or experience humour when they feel as though their stress or tension has been released (Martin, Rich, & Gayle, 2004). According to the theory (Morreall 2019; Lyttle 2007), the theory is the letting go of pent-up stress, either in relation to a subject or in general within the responder. In order to achieve these goals, organizational members use jokes, stories, and anecdotes (Block, Browning, & McGrath, 1983; Smeltzer and Leap, 1988; Ullian, 2019), as well as to foster inclusive relationships, boost the feeling of belonging (Duncan, 1990), lower tension (Martineau, 1972), and boost group enjoyment (Wasserman & Klein, 2017). Additionally, managers could use self-deprecating humour, or jokes that are made about oneself, to achieve stress release and raised subordinate involvement, making it an effective tool in the hands of a skilled leader (Miznikova & Schönfeldt, 2010).

2.3.3 Superiority Theory

This philosophy, which is based on one's superiority over others, dates all the way back to Plato. According to the superiority idea, laughing at other people or things that one feels superior to helps one feel in control (LaFave, Mennell & Ziv, 1984). Due to his political philosophy, Hobbes is frequently credited as the creator of the superiority theory (Miznikova and Schönfeldt, 2010). According to his concept,

people enter into social contracts not to help others but rather to protect themselves (Duncan et al. 1990). As a result, a person would feel ecstatic if others performed poorly in comparison. According to this hypothesis, when Humour makes people laugh, whether internally or externally, it's because they feel like they've won the battle against the other person or circumstance. Although superiority Humour is not always hostile and directed at another person, it is frequently used to exert control over subordinates. Additionally, employing this kind of Humour enables one to "maintain boundaries without suffering adverse effects that result from using forceful or critical language" (Martin 2004, p. 209). Therefore, superiority Humour can strengthen group cohesion by making everyone laugh at someone else's poor judgment while simultaneously feeling superior to those who are making fun of them (Meyer 2000). However, in a work environment, status plays a significant role in determining who can execute Humour better than others (Duncan, 1985). First, group members with high status tend to joke around more than those with low status. Furthermore, high-status initiators most frequently target low-status subordinates with their jokes.

2.5. Empirical Review

D.E Gibson (1994) Dean and Professor of Manhattan College, researched on Humour Consulting: laughs for power and profit in organizations. It is a tool metaphor that emphasizes control over self at the individual level and more

strikingly, control over the employees at the organizational level.

G.P Brooks (1992) carried out an explanation on Humour in leadership, this helps leaders improve their communication skills not only by learning to use Humour personally, but also by learning to use Humour within their organization.

Jingjing Zhang, Weilin S.U (2020) researched on Linking Leader Humour to Employee Innovative Behavior; this study proposes and verifies a model to examine the internal mechanisms and boundary condition of the relationship between leader Humour, work engagement, and employee innovative behavior.

Chien-Yu Martin, Jia-Jen Ni, Knei-Hsien Martin, Ming-Way Li (2023) researched on how workplace Humour influence workplace engagement? The role of workplace fun. This study investigated the association between workplace Humour and work engagement and analyzed the mediating role of workplace fun.

Alleen Pace Nilsen, Don LF Nilsen (2018) researched on the language of Humour. This study explore how much Humour can be explained across the numerous sub-disciplines of linguistics.

Brendon Bames, Ingrid Palmary, Kevin Durrheim (2001) researched on the denial of racism; the role of Humour, personal experience, and self-censorship. This study aimed to identify and explicate those rhetorical maneuvers that function to introduce the issue of race into conversations in the presence of an

interracial couple. The study revealed that Humour, personal experience and self-censorship were rhetorical maneuvers drawn on extensively in conversations about race.

Adeyemi Adegaju, Oluwabunmi Oyebode (2015) researched on Humour as discursive practice in Nigeria's 2015 Presidential election online campaign discourse. This study examines the patterns of Humour evidenced in the deployment of internet memes (both verbal and visual) in the online campaign discourse of the 2015 presidential election in Nigeria. It reveals that the means deployed in the presidential election online campaign discourse largely serve subversive purposes to detract greatly from the electoral value of the targets.

Suzana B Rodrigues, David L Collinson (1995) researched on having fun? Humour as resistance in Brazil. Highlighting the under researched interrelationship between workplace Humour and resistance, this paper examines employee opposition in a Brazilian telecommunications company, much of the literature on corporate culture and Humour has emphasized the way that having fun can facilitate productions.

Idayat Modupe Lamidi (2016) researched on Humour markers and their interpretations in the Naira land virtual community. Humour in face to face communication can be easily deciphered through the non-verbal cues inherent in it. This is not the case in computer mediated communication. Though, emotions,

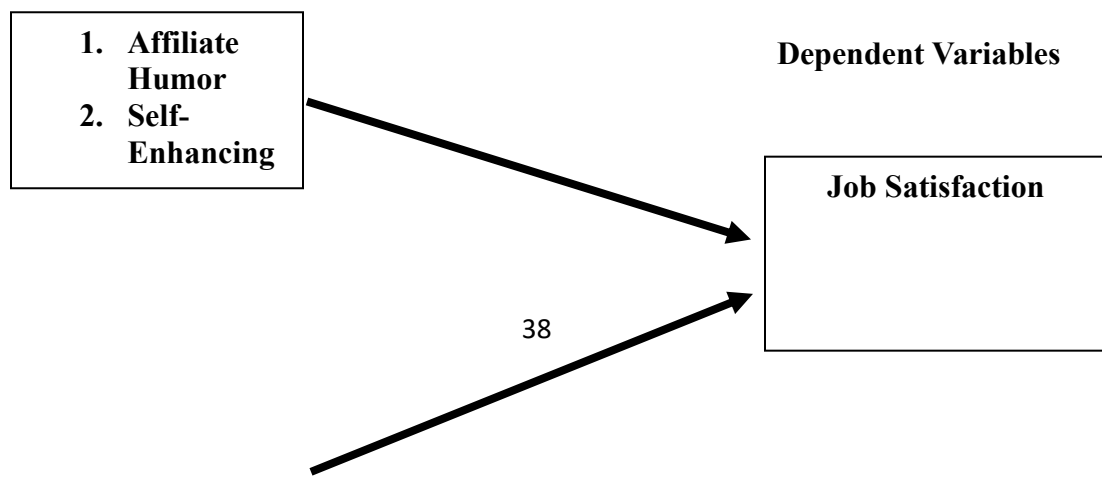
smileys and pictures are employed to complement the posts, they still cannot decipher the intention for Humour.

Csajbok-Twerefou Iidiko (2017) researched on the topic; Humour in foreign language teaching. In this work, Humour and its uses was discussed. It uses in second language teaching citing examples from some European and African Languages, more specifically Russian and Ghanaian Humours. This analysis suggest that there exists common thread running through culture and Humour in foreign language teaching since understanding Humour is knowledge of the culture of the studied language. The conclusion is that Humours should be used in foreign language classes as teaching material, especially at the advanced levels and should be one of the goals of teaching and learning.

The four various Humour practices known also as Humour styles are highly important in employee job satisfaction according to various research work, as a result we devised the following structure which would also be explained.

Independent Variables

Positive Humour



Negative Humour

1. Violent
2. Self-Defeating

Humour Practices

Individual differences in how Humour is used are reflected in the organization's or a person's Humorous practices. The initiator's perspective is taken into account when discussing approaches to Humour, which helps to explain why a manager might select one or the other approach in different corporate settings (Miznikova and Schönfeldt, 2010). Despite being independent approaches to Humour, they can be combined because they serve overlapping purposes. The four hilarious techniques used by managers are listed below:

2.2.2 Affiliate Humour

In order to defuse conflict in interpersonal communication, affiliation Humour is used. People who use this type of Humour entertain others by telling jokes and Humorous stories, which enhances social interaction. Ho, Wang, Huang, and Chen (2017) argued that it is similar to a lubricant that can readily ease away interpersonal strangeness and apprehension and instill joy into social events, supporting this position. According to Martin, Puhlik-Doris, Larsen, Gray, and Weir (2015), this form of Humour is positively connected with optimism, a good

mood, and self-esteem while negatively correlated with uneasiness and anxiety. In order to relieve interpersonal tension and give employees a sense of ease, managers that employ this comedy technique or style crack jokes or say amusing things; these bosses are typically well-liked and viewed as non-threatening.

According to Huang and Chen (2017), using affiliative Humour within a team or organization is frequently done in an effort to lessen odd feelings with subordinates, shorten mutual distance, try to bring members together, and foster a supportive environment where everyone can work together to achieve a common goal.

2.2.3 Self-Enhancing Humour

Self-enhancing humour aids in cultivating a good outlook in the face of stress, anxiety, and adversity. Self-improvement humour users have a lighthearted outlook on life and are less susceptible to being overcome by stress and life's unavoidable hardships (Romero & Arendt, 2017). These people have a lighthearted outlook on life. When faced with stress or adversity, they keep their positive consciousness and motivate themselves through humour. It is a coping or reactive protection system for emotions. According to research by Ho, Wang, Huang, and Chen (2017), self-enhancing humour is favorably correlated with self-esteem and good emotions and negatively correlated with neuroticism. When

utilized in an organization, this kind of comedy, according to Romero and Cruthirds (2006), serves to improve the initiator's reputation. Unlike affiliative humour, this type of Humour is focused on the individual (Martin, 2015). Romero and Cruthirds (2006) stated that the major purpose of using this kind of humour is to impress other people. This supports the claim made by Martin (2015) that self-enhancing humour highlights one's internal transformations and that it can be challenging for team members to understand the initial intentions of initiations. Managers who employ this comedic approach improve their perception of themselves in relation to others and show them that they have a good attitude toward stress and are capable of handling organizational turmoil.

2.2.4 Aggressive Humour

'Putting down' is a part of aggressive comedy. This form of humour is used by those who want to degrade, victimize, and humiliate others. It also aims to control people by an implicit threat or mockery (Janes & Olsen, 2000). The superiority theory, which holds that the person who initiates the humour is superior to others, forms the foundation of this type of humour. In order to maintain their superior standing, people use violent comedy to make themselves feel better at the cost of others.

According to research by Martin (2015), aggressive humour has a positive

relationship with hostility, aggression, and anxiousness while having a negative relationship with conscientiousness and agreeableness. Aggression does not naturally result in happy feelings, and it is also not likely to result in happy relationships (Miznikova & Schönfeldt, 2010). According to Gkerezis, Hatzithomas, and Petridou (2017), managers frequently humiliate staff members in the workplace by using this kind of comedy to increase anxiety and lower morale. According to Miznikova and Schönfeldt (2010), managers should avoid using violence when trying to attain organizational goals amicably because it could be interpreted as the abuse of power and insensitivity.

2.2.5 Self-Defeating Humour

In an effort to amuse others, people who use self-defeating humour tell jokes about themselves. According to Romero and Cruthirds (2006), self-defeating humour is a negative humour style that is harmful to oneself and a self-denying defensive mechanism that tends to use comedy to mask negative emotions and issues. People try to gain the favor of others by making an excessive quantity of self-deprecating and cynical humour by becoming the punch line (Kuiper & McHale, 2019). According to research by Martin (2015), this form of humour is frequently negatively connected with self-esteem, happiness, and social support satisfaction and frequently positively correlated with depression, poor self-esteem, and anxiety. When utilized in an organization, self-defeating comedy is intended

to blend in and win over the crowd. Excessive self-defeating humour by managers might make workers take them less seriously, risking their position of authority within the team or organization. Despite the drawbacks of this humour style, which include perceived emotional neediness and low self-esteem, managers who employ it sparingly can foster closer bonds with staff members by eroding their status and coming across as more approachable (Romero & Cruthirds, 2006).

The above-mentioned humour types can be generally divided into positive and negative humour types; affiliate and self-enhancing humourous approaches can be considered as positive humour since they have a positive relationship with psychological well-being (Gkerezis, Hatzithomas, & Petridou, 2017). On the other side, violent and self-defeating humour styles are characterized as negative humour styles since they primarily elicit negative emotional responses like rage and hostility. Researchers have shown that managers communicating positively with their staff can make work more meaningful because these interactions tend to be more likely to produce happy emotions. According to Roberts and Wilbanks' (2012) wheel model of comedy, humour can sustain good feelings. According to a study by Cheng and Wang (2014), humour can affect persistent behavior via inducing emotions. According to Geoswami and Nair (2018), managers' good humour has been linked favorably to work attitudes including subordinates' job satisfaction.

2.3 Theoretical Framework

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cognitive side of humour, where it's important to be able to recognize and comprehend disparate shifts. According to this theory's application, certain types of Humour used in the workplace serve as examples of the incongruity theory. According to Graham, Papa, and Brooks (1992), the usage of incongruity inside an organization may help in conveying unpleasant information or the expression of feelings with little social risk. According to Richardson (2013), humour reduces stress and breaks up monotony in the office. As a result, workers start interacting with one another (Meyer 2010). According to the Incongruity Theory, comedy brings a welcome incongruence to the workplace's pattern of dreariness.

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Smeltzer and Leap & Ullian, 2019), as well as to foster inclusive relationships, boost the feeling of belonging (Duncan, 1990), lower tension (Martineau, 1972), and boost group enjoyment (Wasserman and Klein, 2017). Additionally, managers could use self-deprecating humour, or jokes that are made about oneself, to achieve stress release and raised subordinate involvement, making it an effective tool in the hands of a skilled leader (Miznikova & Schönfeldt, 2010).

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Although superiority humour is not always hostile and directed at another person, it is frequently used to exert control over subordinates. Additionally, employing this kind of humour enables one to "maintain boundaries without suffering

adverse effects that result from using forceful or critical language" (Martin 2019). Therefore, superiority humour can strengthen group cohesion by making everyone laugh at someone else's poor judgment while simultaneously feeling superior to those who are making fun of them (Meyer 2017). However, in a work environment, status plays a significant role in determining who can execute humour better than others (Duncan, 2018). First, group members with high status tend to joke around more than those with low status. Furthermore, high-status initiators most frequently target low-status subordinates with their jokes. Third, high-status employees abstain from making fun of them while other (high-status) employees are around (Miznikova & Schönfeldt, 2010).

Brooks (1992) carried out an explanation on Humour in leadership, this helps leaders improve their communication skills not only by learning to use Humour personally, but also by learning to use Humour within their organization. Jingjing Zhang, Weilin S.U (2020) researched on Linking Leader Humour to Employee Innovative Behavior; this study proposes and verifies a model to examine the internal mechanisms and boundary condition of the relationship between leader Humour, work engagement, and employee innovative behavior. Chien-Yu Chen, Jia-Jen Ni, Knei-Hsien Chen, Ming-Way Li (2023) researched on how workplace Humour influence workplace engagement? The role of workplace fun. This study investigated the association between workplace Humour and work engagement and analyzed the mediating role of workplace fun.

Alleen Pace Nilsen, Don LF Nilsen (2018) researched on the language of Humour. This study explore how much Humour can be explained across the numerous sub-disciplines of linguistics. Brendon Bames, Ingrid Palmary, Kevin Durrheim (2001) researched on the denial of racism; the role of Humour, personal experience, and self-censorship. This study aimed to identify and explicate those rhetorical maneuvers that function to introduce the issue of race into conversations in the presence of an interracial couple. The study revealed that Humour, personal experience and self-censorship were rhetorical maneuvers drawn on extensively in conversations about race.

Adeyemi Adegaju, Oluwabunmi Oyebode (2015) researched on Humour as discursive practice in Nigeria's 2015 Presidential election online campaign discourse. This study examines the patterns of Humour evidenced in the deployment of internet memes (both verbal and visual) in the online campaign discourse of the 2015 presidential election in Nigeria. It reveals that the means deployed in the presidential election online campaign discourse largely serve subversive purposes to detract greatly from the electoral value of the targets.

Suzana B Rodrigues, David L Collinson (1995) researched on having fun? Humour as resistance in Brazil. Highlighting the under researched interrelationship between workplace Humour and resistance, this paper examines employee opposition in a Brazilian telecommunications company, much of the literature on corporate culture and Humour has emphasized the way that having

fun can facilitate productions.

Idayat Modupe Lamidi (2016) researched on Humour markers and their interpretations in the Naira land virtual community. Humour in face to face communication can be easily deciphered through the non-verbal cues inherent in it. This is not the case in computer mediated communication. Though, emotions, smileys and pictures are employed to complement the posts, they still cannot decipher the intention for Humour.

Csajbok-Twerefou Iidiko (2017) researched on the topic; Humour in foreign language teaching. In this work, Humour and its uses was discussed. It uses in second language teaching citing examples from some European and African Languages, more specifically Russian and Ghanaian Humours. This analysis suggest that there exists common thread running through culture and Humour in foreign language teaching since understanding Humour is knowledge of the culture of the studied language. The conclusion is that Humours should be used in foreign language classes as teaching material, especially at the advanced levels and should be one of the goals of teaching and learning.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter described the methodology used in this research investigation. The methodology includes research design; population; sample and sampling technique; the research instrument, operationalization and measurement of variables; sources of data of the research instrument and method of data analysis.

3.2 Research Design

The study adopted survey research design because the sampled elements and the

variables under investigation were observed without any attempt to control or manipulate them. Agbonifoh and Yomere (2016) stated that the purpose of this design was to understand and predict some aspects of the behavior of the population under investigation.

3.3 Population and Sampling

In the context of research, a population refers to the entire group of individuals, items or phenomena that possess certain characteristics and are of interest to the researcher. It is defined as a group of individuals, objects or items taken to measure the sample (Creswell, 2018). This study targets the entire academic staff population of one hundred and sixty-three (163- Records & Statistics, UNIBEN, 2024) individuals from the faculty of management sciences at the University of Benin, Benin City.

The reason behind the focus on this specific population is affected by time and financial resource constraints, it will be unrealistic for the researcher to include all the faculties at the University of Benin, Benin City. However, the study intentionally selected one faculty, Management Sciences from the University of Benin.

3.4 Sample and Sampling Technique

A Sample size is the number of observations used for determining the

estimates of a given population (Neuman, 2006). Sample size is a portion or subset of the population. The convenience sample techniques was used to select one hundred (100) respondents' academic staff from the faculty of Management Sciences, University of Benin.

3.5 Research Instrument

Structured questionnaire was used to obtain data from the respondents. The questionnaire consists of statements measuring the variables of interest. The questionnaires were divided in two sections. Section A comprised questions on the personal information of the respondents while section B comprised of questions on the independent variable (humour in workplace) and dependent variable (Employee Job Satisfaction) respectively.

3.6 Sources of Data

The study used primary data as the main source of information. This was based on the information obtained from the responses received through the questionnaire administered to the sampled academic staff in the Faculty of Management Sciences, University of Benin.

3.7 Model Specification

The Ordinary Least Squares (OLS) method was the estimation technique for this study. The model relating the independent variables to the dependent variable was done with the help of multiple regression analysis. The model is given as:

$$OM = C_0 + C_1 AHS + C_2 AHS + C_3 PHS + e \dots \dots \dots (1)$$

ESOC = Employee Job Satisfaction

AHS = *Affiliative Humour Style.*

AHS = *Aggressive Humour Style*

PHS = *Positive Humour Style*

β_i = regression parameters or coefficients to be estimated; $i = 1 \dots 3$

And a priori expectations: $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5 > 0$

3.8 Validity of Research Instrument

The validity of a questionnaire shows how accurate and sound the research instrument is in measuring the research objectives. The content validity technique will be used to examine the reliability and validity of the questionnaire. The research questionnaire will be examined and appraised by the researcher's supervisor who is an expert, and corrections will be made according to the suggestions of the supervisor.

3.9 Method of Data Analysis

This study employed both descriptive and inferential statistics in analyzing the data obtained. The descriptive statistics used include frequency distribution, mean and standard deviation. Multiple regression was used as an inferential statistic to test the research hypotheses. All hypotheses were tested at 5% level of significance. Statistical Package for Social Science (SPSS 22.0) software was as

platform used for all the analyses.

CHAPTER FOUR

Data Presentation, Analysis, And Interpretation

4.1 Introduction

This chapter presents analysis of the data generated for the study. The chapter begins with the analysis and presentation of the bio-data of the respondents; thereafter a descriptive analysis of the research variables (dependent and independent); and test of the hypotheses in determining the relationship between the variables is presented as a means of achieving the study objectives.

A total of two hundred and fifty seven copies of questionnaire was distributed to academic staff of university of Benin, Benin city, Edo state, in gathering data on humour and job satisfaction. The data obtained are analyzed in this section and the chapter ends with a discussion of the study's finding.

4.2 Demographics Of Respondents

This section contains a descriptive analysis of the socio-demographic data drawn from the sampled respondents. The socio-demographic variables includes the gender of the respondents, age, marital status, educational qualification, work experience and job status.

Table 4.1 Respondents Demographic Profile

SN	VARIABLES	OPTION	Responses	
			FREQUENCY	PERCENTAGE (%)
1	Gender	Male	136	52.9
		Female	121	47.1
		Total	257	100
2	Age	18- 30 years	63	24.5
		31-40 years	52	20.2
		41-50 years	63	24.5
		50 years and above	79	30.7
		Total	257	100
3	Marital Status	Single	56	21.8
		Married	73	28.4

		Divorced/Separated	56	21.8
		Widowed	72	28.0
		Total	257	100
4	Educational Qualification	SSCE	59	23.0
		OND/NCE	68	26.5
		HND/BSc	74	28.8
		M.Sc & Other	56	21.8
		Total	257	100.0
		1-5 years	48	18.7
		6-10 years	58	22.6
		11-15 years	51	19.8
		16-20 years	56	21.8
		21 years and above	44	17.1
		Total	257	100

Source: Author's Field Work, 2024

Gender Of Respondents

Table 4.1 shows the gender distribution of the respondents. The data showed that 52.9% of the respondents were male, and 47.1% were female.

Age Of Respondents

Result on the age distribution of the respondents showed that 24.5% of the respondents were within the ages of 18-30 years. 20.2%, within 31-40 years. 41-50% were within the ages of 41-50 years, while 30.7% were within the age of 51 years and above.

Marital Status

Result on the marital status of the respondents showed that 21.8% of the respondents were single; 28.4% were married, 21.8% were either divorced or separated, while 28.0% were either widows or widowers

Educational Qualification

Results on the highest level of education attained by the respondents showed that showed that 23.0% were school cert holders; 26.5% had OND/NCE qualification; 28.8% had HND/BSc degrees, while 21.8% had MSc or its equivalent.

Work Experience

Result on work experience or work tenure of the respondents showed that 18.7% of the respondents have worked in the for a period spanning 1-5 years; 22.6% for 6-10 years; 19.8% 11-15 years; 21.8% for 16-20 years, and 17.1% for a period between 21 years and above.

4.3 Descriptive Analysis of Employees' Perception of Organizational Justice

This section addresses the research questions conceptualized to guide the study. It presents the analysis of the research variables based on the respondents responses to the copies of questionnaire distributed. The simple frequency and statistical descriptive means were employed in describe and analyzing the aggregated responses of the respondents.

Table 4.2 Perception of Organizational Justice among university Lecturers

S/N	Statement	SA	A	UN	D	SD	Mean	Remark
Workplace Humour								
Affiliated Humour								
8.	Humour in the workplace positively affects my overall job satisfaction.	51 (19.8%)	60 (23.3%)	36 (14.0%)	57 (22.2%)	53 (20.6%)	3.00	Moderate
9.	I find that a sense of humour in the workplace improves my morale.	50 (19.5%)	48 (18.7%)	48 (18.7%)	41 (16.0%)	70 (27.2%)	2.87	Low
10.	I believe humour positively impacts teamwork and collaboration.	43 (16.7%)	54 (21.0%)	52 (20.2%)	53 (20.6%)	55 (21.4%)	2.91	Low
11.	I appreciate when colleagues use humour to diffuse tension.	61 (23.7%)	41 (23.7%)	44 (17.1%)	60 (23.3%)	51 (19.8%)	3.00	Moderate
12.	I feel happier and more content at work when humour is prevalent.	61 (23.7%)	50 (19.5%)	54 (21.0%)	43 (16.7%)	49 (9.1%)	3.12	Moderate
13.	I would prefer to work in a company that encourages humour.	49 (19.1%)	51 (19.8%)	55 (21.4%)	49 (19.7%)	58 (22.6%)	2.98	Low
14.	Humour makes the work environment more enjoyable for me.	51 (19.8%)	58 (22.6%)	41 (23.7%)	48 (18.7%)	58 (22.6%)	2.98	Low
15.	I would recommend my workplace to others because of its sense of	54 (21.0%)	49 (19.1%)	51 (19.8%)	48 (18.7%)	55 (21.4%)	3.00	Moderate

	humour.							
	Overall mean for affiliated humour	52.5 (20.42%)	51.37 (19.98%)	47.63 (18.53%)	50 (19.45%)	55.5 (21.59%)	2.98	Low
	Aggressive Humour							
16.	Negative humour negatively affects my relationship with colleagues	63 (24.5%)	36 (14.0%)	53 (20.6%)	65 (25.3%)	40 (15.6%)	3.07	Moderate
17.	I find it harder to connect with co-workers who engage in negative humour	42 (16.3%)	58 (22.6%)	59 (23.0%)	53 (20.6%)	45 (17.5%)	3.00	Moderate
18.	Negative humour makes me question the integrity of my organization.	58 (22.6%)	49 (19.7%)	51 (19.8%)	56 (21.8%)	43 (16.7%)	3.90	Moderate
19.	I believe that negative humour can harm the organization's reputation.	50 (19.5%)	40 (15.6%)	58 (22.6%)	49 (9.1%)	60 (23.3%)	2.89	Low
20.	Negative humour damages the organizational culture.	55 (21.4%)	50 (19.5%)	51 (19.8%)	52 (20.2%)	49 (19.1%)	3.04	Moderate
21.	I am less likely to invest in the long-term success of the organization when negative humour is tolerated.	51 (19.8%)	48 (18.7%)	49 (9.1%)	53 (20.6%)	56 (21.8%)	2.94	Low
22.	I feel less committed to the organization when negative humour is tolerated.	55 (21.4%)	55 (21.4%)	38 (14.8%)	53 (20.6%)	56 (21.8%)	3.00	Moderate
	Overall mean for Aggressive humour	53.42 (20.78%)	48.0 (18.67%)	51.2 (19.92%)	54.42 (21.17%)	49.85 (19.39%)	3.12	Moderate
	Positive humour							
23.	Positive humour is incorporated into team-building activities.	42 (16.3%)	57 (22.2%)	46 (17.9%)	52 (20.2%)	60 (23.3%)	2.88	Low
24.	My organization promotes open communication through humour	45 (17.5%)	61 (23.7%)	47 (18.3%)	51 (19.8%)	53 (20.6%)	2.98	Low

25.	Positive humour is integrated into company meetings and presentations.	52 (20.2%)	53 (20.6%)	50 (19.5%)	52 (20.2%)	50 (19.5%)	3.02	Moderate
26.	My colleagues and I use humour to build stronger relationships	52 (20.2%)	52 (20.2%)	50 (19.5%)	58 (22.6%)	45 (17.5%)	3.03	Moderate
27.	Positive humour is incorporated into team-building activities.	48 (18.7%)	45 (17.5%)	58 (22.2%)	58 (22.2%)	48 (18.7%)	2.95	Low
28.	My workplace encourages employees to share jokes or humorous content.	49 (19.1%)	54 (21.0%)	46 (17.9%)	60 (23.3%)	48 (18.7%)	2.98	Low
29.	My organization supports humour as a tool for reducing stress and boosting morale.	52 (20.2%)	44 (17.1%)	55 (21.4%)	51 (19.8%)	55 (21.4%)	2.93	Low
30.	My supervisors set a positive example by using humour appropriately.	64 (24.9%)	45 (17.5%)	47 (18.3%)	54 (21.0%)	47 (18.3%)	3.10	Moderate
31.	My workplace encourages employees to share jokes or humorous content.	59 (23.0%)	55 (21.4%)	50 (19.5%)	52 (20.2%)	41 (16.0%)	3.15	Moderate
32.	My organization supports humour as a tool for reducing stress and boosting morale.	52 (20.2%)	49 (19.1%)	57 (20.2%)	46 (17.9%)	53 (20.6%)	3.00	Moderate
	Overall mean for Positive humour	51.5 (20.04%)	51.5 (20.04%)	50.6 (19.7%)	53.4 (20.9%)	50 (19.5%)	3.00	Moderate
	Overall mean for Affiliated humour						2.98	Low
	Overall mean for Aggressive Humour						3.12	Moderate
	Overall mean for Positive Humour						2.56	Low
	Grand Mean for Workplace Humour						2.89	Low

Source: Author's Fieldwork, 2024

Table 4.2 presents data on the extent to which academic staff of the university of Benin display or exhibits humor in their interaction with one another. The variable was measured under three dimensions; affiliated humor, aggressive humor, and positive humor.

Affiliated Humor

Affiliated humor which relates to the propensity to make jokes, quips, tell funny tales, laugh with others, and/or entertain others was found to be low among the respondents with an average mean of 2.98.

Aggressive Humor

Result from the analysis table 4.3 showed a moderate level of aggressive humor among the respondents ($X= 3.12$). This shows that, employees often make sarcastic remarks, and teasing, as a way to influence, manipulate or criticize others.

Positive Humor

The analysis showed a moderately low level of positive humor among the academic staff of the university of Benin ($X=3.00$). The result explains that while employees often use humor as a means of passing good and positive impressions about others, it is however not common amongst them.

More so, the overall mean of 3.03 indicates a moderate level of workplace humor

among academic staff of the university.

4.4 Descriptive Analysis of Job Satisfaction among Academic Staff of University of Benin

Table 4.4 Job Satisfaction Among Academic Staff

S/N	Statement	SA	A	N	D	SD	Mean	Remark
Job Satisfaction								
33.	I am satisfied with my job responsibilities	48 (18.7%)	49 (19.1%)	57 (22.2%)	53 (20.6%)	50 (19.5%)	2.97	Low
34.	I am happy about the work itself	49 (19.1%)	53 (20.6%)	45 (17.5%)	48 (18.7%)	62 (24.1%)	2.92	Low
35.	I get recognition for my work in my institution	48 (18.7%)	51 (19.8%)	58 (22.6%)	52 (20.2%)	48 (18.8%)	3.00	Moderate
36.	I find fulfillment in my institution	40 (15.6%)	52 (20.2%)	55 (21.4%)	52 (20.2%)	58 (22.6%)	2.86	Low
37.	I get a fair promotion in my institution	42 (16.3%)	53 (20.6%)	52 (20.2%)	48 (18.7%)	62 (24.1%)	2.86	Low
38.	I am satisfied with the use of my ability in my institution	58 (22.6%)	50 (19.5%)	43 (16.7%)	58 (22.8%)	48 (18.7%)	3.05	Moderate
39.	I am satisfied with my family life because of my work in the institution	56 (21.8%)	45 (17.5%)	51 (19.8%)	55 (21.4%)	50 (19.5%)	3.01	Moderate

40.	I am happy with the job security provided by my institution	70 (27.2%)	39 (15.2%)	52 (20.2%)	43 (16.7%)	53 (20.6%)	3.12	Moderate
41.	I find growth because I work in my institution	48 (18.7%)	52 (20.2%)	61 (23.7%)	43 (23.7%)	53 (20.6%)	3.00	Moderate
42.	I am satisfied with the working condition of the institution	48 (18.7%)	57 (22.2%)	48 (18.7%)	56 (21.8%)	48 (18.7%)	3.00	Moderate
	I am satisfied with the salary provided by my institution	64 (24.9%)	45 (17.5%)	39 (17.5%)	50 (19.5%)	59 (23.0%)	3.02	Moderate
43.	I am satisfied with my job performance in my institution	46 (17.9%)	64 (24.9%)	51 (19.8%)	52 (20.2%)	44 (17.1%)	3.06	Moderate
44.	I get co-operation from colleagues in my institution	51 (19.8%)	54 (21.0%)	47 (18.3%)	50 (19.5%)	55 (21.4%)	2.98	Low
45.	I find autonomy in my job performance in my institution	48 (18.7%)	44 (17.1%)	57 (22.2%)	55 (21.4%)	53 (20.6%)	2.92	Low
46.	I am satisfied with the communication received from the superiors in my institution	53 (20.6%)	44 (17.1%)	54 (21.0%)	59 (23.0%)	47 (18.3%)	2.99	Low
	Overall mean for Job Satisfaction	51.26 (19.95%)	50.13 (19.51%)	51.33 (19.97%)	51.6 (20.1%)	52.66 (20.49)	2.56	Low

Source: Author's Fieldwork, 2024.

Table 4.3 presents results on the level of job satisfaction among academic staff of the university of Benin. The result showed a moderate level of job satisfaction among the respondents as indicated by the overall mean of 2.56. This explains that majority of the academic staff of the university of Benin are not very satisfied with their job.

4.5 Relationship Between Workplace Humour and Job Satisfaction.

This section examines the relationship between workplace humour and job satisfaction among academic staff of university of university of Benin. It seeks to ascertain the the extent to which workplace humour causes or influence job satisfaction among employees. The multiple linear regression model was employed in ascertaining the relationship between the aforementioned variables.

Table 4.5 Model Summary on Relationship Between Workplace Humour and Job Satisfaction.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.152 ^a	0.023	0.012	0.35850	1.975

a. Predictors: (Constant), Positive Humour, Affiliative humour, Agressive Humour

b. Dependent Variable: Job Satisfaction

Source: Author’s Fieldwork (2024)

Table 4.4 above shows the model summary result from the regression output. The Rsquare value shows the extent to which an independent variable explains the variations (or changes) in the dependent variable. The Rsquare value of 0.023 indicates that the explanatory/independent variable (workplace humour) explains approximately 2% of the variations in the dependent variable (job satisfaction), while 98% of the variations (in the dependent variable) is explained by other variables/factors not listed in the study. Also, the Durbin-Watson statistic which

serves as a signal for detecting auto-correlation issues within the model. Showed a value of 1.975. Following its criterion, which states that the closer the statistic is to 2, the less likely there is auto-correlation, the value signifies the absence of auto-correlation problems in the model. As a result, the model's effectiveness is assured.

Table 4.5 Analysis Of Variance Of The Relationship Between Workplace Humour and Job Satisfaction.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.773	3	0.258	2.004	0.114 ^b
	Residual	32.517	253	0.129		
	Total	33.289	256			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Positive Humour, Affiliated humour, Aggressive Humour

Source: Author's Fieldwork (2024)

Table 4.5 shows the analysis of variance (ANOVA) result on the relationship between workplace humor and job satisfaction among academic staff of university of Benin. The F statistics shows a value of 2.004 indicating with a

corresponding P-value of 0.114 (at <5% significance level); this strongly suggests an absence of a statistically significant relationship between workplace humor and job satisfaction.

Table 4.6 Multiple Regression Coefficient of the Relationship Between Workplace Humour and Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.491	0.222		15.728	0.000
Affiliated humour	-0.025	0.044	-0.036	-0.573	0.567
Aggressive Humour	-0.051	0.041	-0.077	-1.227	0.221
Positive Humour	-0.094	0.051	-0.116	-1.843	0.066

a. Dependent Variable: Job Satisfaction

Source: Author's Fieldwork (2024)

Table 4.6 shows the multiple regression output for the study variables at 5% significant level. Analysis of the data showed that affiliated humor had a p-value of 0.567 and a t-value of -0.573; this indicates a lack of significant relationship between affiliated humor and job satisfaction.

Similarly, aggressive humor had a p-value of 0.221 with a t-value of -1.227. this implies a lack of significant relationship between aggressive humor and job satisfaction.

More so, result indicated a lack of significant relationship between positive humor and job satisfaction with a p-value of 0.066 and a corresponding t-value of -1.843.

4.5 Test of Hypothesis

This section summaries the results of the on regression tables 4.7 in order to test the null hypothesis stated in chapter one of the study. The decision rule for accepting the formulated hypothesis is, if the calculated p-value is greater than 0.5 percent level of significance, we accept the null hypothesis (Ho), but if p-value is lesser than 0.5 level of significance, we reject the null hypothesis.

Hypothesis 1: There is no relationship between affiliative humour style and employee job satisfaction.

Result shown on the table 4.5 showed that affiliative humor had a p-value of 0.567. This implies a lack of significant relationship between affiliative humor

and job satisfaction. As such, the null hypothesis is retained.

Hypothesis 2: There is no significant relationship between aggressive humour style and employee job satisfaction

The result showed a lack of significant relationship between aggressive humor and job satisfaction among employees given the p-value of 0.221. Therefore we accept the null hypothesis.

Hypothesis 3: There is no significant relationship between positive humour style and employee job satisfaction.

Result obtained from the regression table showed that positive humor had a p-value of 0.066. This shows that there is no significant relationship between positive humor and employee job satisfaction.

4.6 Discussion of Findings

The current study investigated workplace humor and job satisfaction among academic staff of the University of Benin. Result obtained after due analysis of the data obtained showed;

A low level of workplace humor among academic staff of the university. Specifically, the result showed a low level of affiliated humor; while both aggressive and positive humor were found to be moderate.

More so, the result revealed a lack of significant relationship between the dimensions of humor measured and employee job satisfaction. This implies that humor, though often considered of social significance does not contribute to the level of job satisfaction among university lecturers. Hence, employees level of satisfaction and joys they derive from their work is not dependent on the sense of humor held or shared with or among themselves. According to Marco (2020), humor is vital for social interactions and fostering organizational intercommunication. However, its impact on performance and overall satisfaction on job is at a minimal. Liu and Wan (2016), further highlighted the inconsequential nature of humor on employee level of job satisfaction; noting other key areas such as employees motivation and good working environment as holding more relevance on the ultimate happiness and performance of employees.

CHAPTER FIVE

Summary of Finding, Conclusion and Recommendation

5.1 Introduction

This chapter presents a concise summary of the findings obtained from the analysis of the data. The chapter is structured as follows; the summary of findings, the conclusion of the study, the recommendations of the study, contribution to knowledge and the researcher suggestions for further research.

5.2 Summary of Findings

The study investigated workplace humor and employee job satisfaction among academic staff of the University of Benin. To guide the study, three research questions were raised and three hypothesis generated. The study population comprised academic staff of the University of Benin, Benin city, Edo state, of

which a sample of 257 respondents were randomly selected. A survey design was adopted which entailed the use of structured questionnaire in obtaining opinions of the respondents on the subject matter. The study employed the use of simple frequency, and descriptive mean; while the multiple regression analysis was used to test the study hypothesis.

The summary of findings arrived at after due analysis indicated that:

1. There is a moderate level of workplace humor among academic staff of the university of Benin
2. All three dimensions of workplace humor; affiliative, aggressive, and positive humor have no direct significance on employees job satisfaction
3. There is no relationship between workplace humor and job satisfaction among academic staff of the university of Benin.

5.3 Contribution to Knowledge

The study provides specific insights into workplace humor and its impact on job satisfaction among employees. It adds to existing body of knowledge and provides basis for future research on the subject. More so, the study presents empirical data on the nature of humor among academic employees, while also pointing out its impact on work satisfaction. It also challenges the common assumption that humor is universally beneficial for job satisfaction. This nuance

helps organizations and researchers reconsider the emphasis placed on humor as a tool for enhancing job satisfaction, suggesting a need to explore other factors more thoroughly.

5.4 Conclusions

Based on the findings of the study, the researcher concludes that workplace humor, though vital in maintaining social relations among employees; is majorly focused on the informal aspects of work which do not impact on employees satisfaction, performance or productivity. Firms which places so much emphasis on humor while neglecting other vital and indispensable aspect of employee work-life may reap the bitter fruit of employee alienation, discontentment and sub-optimal performances. Firms should exert more efforts in aligning their social culture with the personal needs of the employees which may vary from one person to the other. An employee may smile at good or bad joke, but this does not necessarily translate into a sense of happiness or satisfaction with his job.

5.5 Recommendations

Based on the findings of the study, tertiary institutions and organizations should consider the following recommendations to enhance job satisfaction and performance among employees:

- i. Given that humor has minimal impact on job satisfaction,

organizations should prioritize factors that significantly influence employee happiness and performance. This includes providing a supportive working environment, recognizing and rewarding achievements, offering professional development opportunities, and ensuring clear communication channels.

- ii. Firms should endeavour to understand that each employee's needs and preferences vary, organizations should adopt personalized strategies to meet these needs. Regular feedback sessions, personalized career development plans, and flexible working arrangements can help address individual concerns and enhance job satisfaction.
- iii. While humor is important for fostering positive social interactions, it should not overshadow other critical aspects of work life. Organizations should strike a balance by encouraging healthy social interactions without making humor the central focus. Team-building activities, collaborative projects, and inclusive workplace policies can help achieve this balance.
- iv. Organizations should consider implementing comprehensive well-being programs that address physical, mental, and emotional health can contribute to overall job satisfaction. This may include stress management workshops, access to counseling services, fitness

programs, and promoting work-life balance.

5.6 Suggestions for Further Research

Given the impracticability of a single research endeavour to satisfy all curiosity and provide answers to every questions bothering on the subject, its is therefore suggested that further studies carried out for the furtherance of knowledge in this area.

Future research could explore how humor interacts with other well-being factors such as stress management, mental health, and work-life balance. This can help in developing comprehensive well-being programs that incorporate humor effectively.

Other study can investigate the role of humor in job satisfaction across various industries and cultural contexts. Comparing academic settings with corporate, healthcare, or technology sectors can help determine if the impact of humor varies by industry.

Studies could analyze the different types of humor (affiliative, self-enhancing, aggressive, self-defeating) and their specific impacts on various job satisfaction dimensions (e.g., intrinsic satisfaction, extrinsic satisfaction, social satisfaction).

More so, other study could explore the potential mediating and moderating variables that might influence the relationship between humor and job satisfaction,

such as personality traits, organizational culture, leadership style, and employee resilience.

Future studies could also examine how cultural differences affect the perception and impact of workplace humor on job satisfaction. This can help in understanding the global applicability of the findings and tailoring humor-related strategies to different cultural contexts.

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APPENDIX I: QUESTIONNAIRE
DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN

Dear Respondent,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am an undergraduate student in the above-named Department. As part of the requirement for the programme, I am conducting research on “Humour and Job Satisfaction among Academic Staff in the University of Benin, Benin City”. In this regard, you have been randomly selected as a member of the sample. I

wish to assure you that your answers will be treated in strict confidence and used for the stated academic purpose only.

Thank you.

Yours Faithfully,

ONWUKANJO Kasarachi Sonia
MGS2007703

SECTION A

PERSONAL INFORMATION

Instruction: Please tick (✓) the appropriate option and fill the spaces provided.

1. Gender: Male (), Female ()
2. Age: 18- 30 years (), 31- 40 years (), 41-50 years (), 51 years and above ()
3. Marital Status: Single (), Married (), Divorced / Separated (), Widowed ()
4. Tenure (Years of experience): 1-5 years (), 6-10 years (), 11- 15 years (), 16 -20 years (), 21 years and above ()
5. Educational Qualification: SSCE () OND/NCE () HND/BSc () M.Sc & Other ()

SECTION B: HUMOUR IN THE WORKPLACE

INSTRUCTION: Kindly indicate the extent to which you agree or disagree with each of the following statements about you and your work:

Strongly Disagree (SD)	Disagree (D)	Not Sure (NS)	Agree (A)	Strongly Agree (SA)
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1	2	3	4	5			
S/N	ITEMS		SD	D	N	A	SA
	Affiliated Humour Style						
6.	Humour in the workplace positively affects my overall job satisfaction.						
7.	I find that a sense of humour in the workplace improves my morale.						
8.	I believe humour positively impacts teamwork and collaboration.						
9.	I appreciate when colleagues use humour to diffuse tension.						
10.	I feel happier and more content at work when humour is prevalent.						
11.	I would prefer to work in a company that encourages humour.						
12.	Humour makes the work environment more enjoyable for me.						
13.	I would recommend my workplace to others because of its sense of humour.						
	Aggressive Humour Style						
14.	Negative humour negatively affects my relationship with colleagues						
15.	I find it harder to connect with co-workers who engage in negative humour						
16.	Negative humour makes me question the integrity of my organization.						
17.	I believe that negative humour can harm the organization's reputation.						

18.	Negative humour damages the organizational culture.					
19.	I am less likely to invest in the long-term success of the organization when negative humour is tolerated.					
20.	I feel less committed to the organization when negative humour is tolerated.					
	Positive Humour Style					
21.	Positive humour is incorporated into team-building activities.					
22.	My organization promotes open communication through humour					
23.	Positive humour is integrated into company meetings and presentations.					
24.	My colleagues and I use humour to build stronger relationships					
25.	Positive humour is incorporated into team-building activities.					
26.	My workplace encourages employees to share jokes or humorous content.					
27.	My organization supports humour as a tool for reducing stress and boosting morale.					
28.	My supervisors set a positive example by using humour appropriately.					
29.	My workplace encourages employees to share jokes or humorous content.					
30.	My organization supports humour as a tool for reducing stress and boosting					

	morale.					
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SECTION C: JOB SATISFACTION

INSTRUCTION: Kindly indicate the extent to which you agree or disagree with each of the following statements about you and your work:

Strongly Disagree (SD)	Disagree (D)	Not Sure (NS)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

S/N	QUESTIONS	SD	D	NS	A	SA
31.	I am satisfied with my job responsibilities					
32.	I am happy about the work itself					
33.	I get recognition for my work in my institution					
34.	I find fulfillment in my institution					
35.	I get a fair promotion in my institution					
36.	I am satisfied with the use of my ability in my institution					
37.	I am satisfied with my family life because of my work in the institution					
38.	I am happy with the job security provided by my institution					
39.	I find growth because I work in my institution					
40.	I am satisfied with the working condition of the institution					
41.	I am satisfied with the salary provided by my institution					
42.	I am satisfied with my job performance in my institution					
43.	I get co-operation from colleagues in my institution					
44.	I find autonomy in my job performance in my institution					
45.	I am satisfied with the communication received from the superiors in my institution					