Effect of Supervisor's Humor on Work Place Productivity and Employee's Creativity

Syeda Azka Ayman[1], Aziz Ul Hakim[2], Wasif Khan[3], Muhammad Qasim Mian[4] and Ibrahim[5]

Abstract

The present study was designed to study the effect of supervisors' humor on workplace productivity and employees' creativity. A sample of 300 was collected from different private and public organizations in twin cities via questionnaires. The present study used three questionnaires: the humor climate questionnaire (Cann et al., 2014), the individual work performance questionnaire (Koopmans, 2015), and creativity (Zhou & George, 2001) for data collection. The study shows a significant positive relationship between positive and negative humor and creativity and workplace productivity. This study was based on a Pakistani sample and examines the effect of a supervisor's humor on workspace productivity and employee creativity. The main focus of this study will be employees from creative and creative departments of different organizations of different age groups. According to the survey, those more prone to cheerful and hostile humor show more creativity and workplace productivity. The study highlights that supervisors' effective humor can enhance workplace morals, promote a positive work environment, and revive creative thinking among the employees. Results also suggest that men have higher levels of creativity, workplace productivity, and cheerful humor than women. Moreover, the study investigated the significant positive relationship between positive and negative humor with creativity and workplace productivity.

Keywords: Supervisor Humor, Workplace Productivity, Employee Creativity.

Introduction

Humor is a source of satisfaction and happiness among individuals. Different individuals may perceive humor differently at the same time. People have an understanding of humor according to their perception. Sometimes, it is helpful as a recreational activity, but sometimes, it creates many misunderstandings. Humor is differently related to creativity and productivity. Studies suggest that managers' use of humor affects innovation. When there is less creativity, there are low productivity levels. Productivity is generally the ratio between outputs provided by the process and the input consumed by the process. An increase in productivity at the workplace will increase the output, which tends to improve the organization's rapport.

Humor is a literary tool that makes the audience laugh, or that means to start the entertainment. Its purpose is to break the repetitiveness and boredom and entertain the crowd. Humor serves as an element that can elevate or ruin someone's life. Everyday humor divides social interactions into three broad groups (Martin, 2006). Jokes are humorous myths shared intentionally during social interactions, known as spontaneous conversational humor—verbal

[1]*Department of Psychology, National University of Modern Languages, Islamabad.*
Corresponding Author Email: azkasyed63@gmail.com
[2]*Lecturer in Department of Sociology, University of Malakand. Email: azizuom464@gmail.com*
[3]*Lecturer in Department of Sociology, University of Malakand. Email: Khansoc900@gmail.com*
[4]*Department of Sociology, University of Malakand. Email: Miannnn03@gmail.com*
[5]*Assistant Professor, Department of Sociology, University of Malakand. Email: Ibrahimsocio@gmail.com*

or non-verbal. Accidental humor arises in everyday conversations, surprising others with canned jokes. Spontaneous conversational humor takes various forms, like jests or witticisms, categorized by purpose or use.

The irony is a fact-based declaration that contradicts what the state intends. The person who jokes conveys a statement with a precise meaning, countering the planned meaning (Martin, 2006). Satires aggressive humor that challenges amusement at public institutes or public policy. The beliefs belonging to the culture are the main focus and present them for criticism. Satire created humor by developing social clarification. Irony and sarcasm have an incredibly close connection; theorists specifically serve sarcasm as simply the primitive and least exciting form of irony, overstatement, and understatement; hyperbole is another name for overstatement. Hyperbole is to speak more excellently than required. A speaker might use hyperbole to challenge the principle of precision in communication (Smith, 2015).

Self-Deprecation It is a humorous comment on one's self as the target of humor. The individual makes fun of himself. This can be executed to illustrate modesty (Graeser & Long, 2007). *Teasing* It is a humorous commentary about the hearer's looks, style, routine, and personal attributes. The purpose is not to offend or seriously offend, dissimilar to sarcasm. This can be considered fun, and teasing is sometimes entertaining the other partner. *Clever replies* for profound statements mean clever, inappropriate, or illogical responses to a severe declaration or question. The statement is intentionally misinterpreted so that the rhetorician responds with a different meaning than intended. *A double retender* is a declaration or word intentionally misinterpreted or misunderstood to give a dual meaning. Double extenders can be used as fun and entertainment because the idea is to make both groups, the people in the know and people who do not get the second meaning. *Frozen expression transforms* when the speaker transforms renowned words, saying, or proverbs into novel expressions. *Pun* It is the type of humor used in a way that gives a second meaning. Pun is based on a homophone. A homophone is a word that has different meanings and sounds the same. Jokes are not preferred by everybody at the expense of others. Recent studies suggest that men often favor risqué humor more than women (Miller, 2018), whereas women tend to appreciate observational humor more than men (Clark, 2017). It's a universal human emotion; people from different regions use and perceive humor differently (Martin, 2006).

Humor at Workplace

Humor can be used as a strategy to start any communication. Supervisors' humor helps employees settle quickly, positively influencing their behavior. Through work engagement, the supervisor's humor serves as a medium to positively affect employees' innovative behavior (Jingjing &Weilin, 2020). A leader uses humor to get co-workers' support and appreciation (Besser et al., 2012). In workplaces, being funny helps create stronger connections. It's easier to get along with someone you've had fun with, regardless of their position. Knowing someone has a good sense of humor can make you feel more comfortable and confident around them. The 'fun' nature of humor means that workers may connect whenever and wherever they find more flexibility and space and merge work and private time and space (Kim, 2021). On the basis of the style of humor used by supervisors, there are four categories (Martin et al., 2003). *Afflictive humor Style* This person prioritizes both others and their own needs, embracing afflictive humor to foster respectful communication and build strong relationships. This humor style involves lighthearted conversations, jokes, and playful behavior. *Self-enhancing humor* consists of managing stress and easing negative emotions through self-deprecating humor. Maintaining an easygoing outlook on life in a tolerant way helps maintain amusement. The use of humor correlates negatively with depression and anxiety and positively with self-esteem, personal growth, psychological well-being, and openness to new experiences (Emilisa et al., 2021). In *aggressive humor,* people crack inappropriate jokes to feel superior and enjoy

themselves. This includes making fun of others through insults, bullying, teasing, and sarcasm. It's linked to feelings of hostility and anger and is not connected with satisfaction or positive behavior in a group (Emilisa et al., 2021).

Self-defeating humor occurs when someone talks about themselves in a way that makes them seem weak or like a victim. They might do this to get sympathy from others and hide their real feelings using humor. Cheerful and self-enhancing humor styles connect with optimism, self-esteem, and feeling capable. Negative humor styles, like aggressive or self-defeating, link to lower self-esteem and a negative sense of capability (Zeigler-Hill & Besser, 2011; Lui K, 2012).

Humor is considered as something positive. If humor is carried out effectively, it enhances productivity, but if it is not appropriately expressed, it can have negative consequences (Promsri, 2017). Cheerful humor enhances work productivity and positivity among subordinates, whether self-targeted or about others (Goswami et al. 2016). Meanwhile, when targeted towards others, hostile humor suppresses productivity and deteriorates the relationship between workers and supervisors, leading to adverse outcomes (Cooper, 2008). Unfavorable results can be seen if the humor differs from organizational culture and employees' ethnic backgrounds (Gkorezis, 2020). Humor in interactions is shaped by communicators and cultural values, with organizational culture also impacting it.

Organizational Productivity

Organizational productivity is generally defined as efficiency. It is the measure of the output ratio that we get from the input we provide. Productivity is often described as the production efficiency per employee, incorporating quantity and quality metrics (Lee & Kim, 2019). The association of employees with office space has a meaningful connection to work-related productivity (Greenaway, 2016). When employees perceive inadequate workplace support for their tasks, their motivation to work well diminishes. This can lead to undesirable outcomes like absenteeism and decreased workplace productivity, particularly if the situation persists. (Nappi, 2020). Environmental design influences organizational productivity across three levels: individual, group, and managerial. Each level is uniquely impacted by the environmental design.

Individual productivity Typically evaluated within an employee's workspace, the impact of the environment on individual task productivity efficiency is measured by how swiftly and accurately tasks are performed. Factors like lighting, temperature, humidity, furniture comfort, and ambient noise levels influence an individual's task productivity. *The productivity of workgroups* Teamwork environments is typically assessed by the quantity and quality of group processes in a shared workplace. Evaluation includes factors such as the time to launch a new product and qualitative outcomes like innovative ideas. Group performance is influenced by factors like team size, members' capabilities, workspace arrangement, shared space, and access to necessary tools, collectively determining overall group effectiveness. *Organizational productivity* relates to a company or organization's whole workplace or facilities. Many approaches are designed to evaluate the degree to which the workplace aids or fails to aid a company in achieving business objectives and enhancing its advantages. Supervisors ensure employees enhance company productivity. If an employee falters, the supervisor shares responsibility. Supervisor skills directly impact employee development. It is considered the supervisor's responsibility to help employees achieve their maximum potential while excelling at the skills that are valuable to the organization (Tsetim et al., 2019).

Productivity is the combined effort done by workers and managers to increase the productivity of every individual. A comparison can be held between the input and the output in all aspects involved in productivity (Almaamari & Alaswad, 2021).With the increase in workspace productivity, the level of success increases. According to some firms, productivity can be

increased by completing the work quickly and with high-quality work. When the input level is of better quality and high, the output will automatically become high, and the quality will be best. Teamwork maximizes the work production and minimizes the chances of errors. Output levels can be increased by teamwork. The indicators of employees 'productivity that organizations need to work on wisely to enhance their employees' productivity are knowledge, abilities, and skills (Nda & Fard, 2013). Everyone has their capabilities, skills, and ways to perform the work. If the employee gets encouragement for his style of working with the leader, it will boost confidence, and the employee will work with more focus. To increase employees' productivity and enhance their loyalty and commitment to the organization, organizations have to establish an incentive system to promote employees financially or non-financially (Hanaysha & Majid, 2018).

A leader is a person who impacts workers and can command them to achieve specific goals through his responsibility. One of the responsibilities of a leader is to be capable enough to recognize the weaknesses and strengths of their employees, to enhance the strengths, and to work on improving the weaknesses of employees (Almaamari & Alaswad, 2021). Supervisors are essential in strengthening positive employee relations and increasing self-confidence (Chandrasekar, 2011). The workplace environment affects employee performance, but the behaviors shown at the workplace significantly affect employee productivity (Leblebici, 2012). Employers must prioritize work engagement and regularly assess employee progress to foster organizational development. Establishing two-way communication allows employees to share ideas and address workplace challenges, potentially enhancing productivity. The impact of supervisor support is crucial in evaluating employee performance. If employees were permitted to use their way of working, they could provide a different environment that offers more production and creative work (Fuzi et al., 2014).

Organizational productivity in this contemporary time is increasingly governed by human creativity. Creativity is essential for entrepreneurs who start new businesses to remain among the best companies after reaching global (Amabile & Khaire, 2008). Supervisors using cheerful humor can enhance task performance, leading to favorable employee outcomes such as increased productivity. Supervisors should evaluate job productivity by measuring actual sales success, not altruistic acts or civic virtue.

Organizational Creativity

Creativity is generally defined as creating novelty and valuable ideas by an individual (Jalali & Heidari, 2016). There can be disagreement about someone's view; others judge it as out of the box, but it's the person's very own idea. It is possible that the concept works 100% better than the pre-working methods and shows more positive output. Creativity can be boosted and flourish. It is not an individual trait. Environment, organization, client, and leaders can kill or promote creativity (Kover, 2016). It is concluded that creative individuals must be free of rules, flexible, and possess strong feelings about their work to receive recognition from their peers. The developmental influences that may lead individuals from birth to destiny are genetic, which establishes a range of possibilities, and experiential, such as family, education, and models (Runco, 2010). Creative people are self-sufficient and more innovative when alone (Tang et al., 2018). Creative individuals are energetic and focused, finding creativity in concentration. They are objective and clever, playing with words, rhythms, and colors. Artistic and creative people are sensitive, open to experiences, joyful, and keen observers, crafting masterpieces from their observations.

Organizational creativity is the formation of a worthwhile, useful new product, service, thought, procedure, or process with the help of which the individuals work well together in a complex system (Beheshtifar & Kamani-Fard, 2013). Organizational emphasizes the impact of social surroundings and processes in generating individual creativity and their importance in

showing creative productivity as a team or an organization (Yoon et al., 2016). There is a close relationship between creativity and innovation. Creativity and innovation are necessary for the growth and productivity of the organization. From the management point of view, innovation is described by grasping the factors that hinder or facilitate development. This point of view can be assumed to be the process of creativity. In this perspective, the manager's role is to understand the possible ways different organizational strategies and the relationships among them facilitate or inhibit creation (Muzzio & Júnior, 2018). In organizations, effective strategic working in creativity and innovation requires enhancing knowledge, capital, and resources to produce positive outcomes (Mumford et al., 2012). Various factors affect organizational creativity. The first one is an organizational culture, which includes the beliefs, values, and behaviors of members of the organization that are expected. Organizational climate is also a factor that affects both the level and frequency of creative behaviors; aspects such as freedom and collaborative atmosphere were included in organizational climate (Wang & Rode, 2010). Organizational creativity may also be affected by organizational structure. Creativity goes through 3 main stages: development of the idea, promotion of the concept, and the last practical implementation. Management has a different function in all of these stages, such as hiring a transformational leadership style in the first stage of the process or transactional leadership in its last stage (Caniëls, 2014). Creativity is more strongly related to self-enhancing and self-defeating than aggressive and affiliated humor. Due to the use of aggressive humor, employees' creative behavior will be negatively affected (Huo et al., 2012). There are a few types of creativity.

In organizational interactions, humor is evolving as an essential thing. When a manager environment that supports creativity is created, employees who lack the natural tendency to be creative may become creative (Zhou & Hoever, 2014). Humor prompts cognitive, affective, and social processes that are good for creative thinking (Wood et al., 2011). Supervisors who use humor with their employees improve their interpersonal communication and knowledge sharing (Wood et al., 2011), increasing creativity (Pan et al., 2012).

Theoretical Background
Psychoanalytical Theory
The central theme of this theory is that people become creative due to demanding situations they face or because of their emotions, which are repressed at any time in life. The theory also proclaims that individuals can express creativity when they connect the collective conscious with the personal unconscious. Feelings of inferiority also serve as a procedure for creativity. Moreover, the *humanistic theory's* leading theorists of the humanistic theory are Maslow and Rogers. The central concept behind this theory mainly relies on a theory developed by Maslow's hierarchy of needs, which states that humans have 6 necessities to be achieved for them to succeed and reach topmost capability.

Further, Maslow created three types of creativity. *Primary creativity* This type of creativity permits us to divert from the stressors of daily life hustles. Maslow states that we transfer our daily stressors into our creativity through art, such as painting, drawing, sculpture-making, and writing journals. *Secondary creativity* The more significant level of cognition to achieve is the requirement. It leans toward being more concentrated than primary creativity. *Integrated* creativity comes from gathering both primary and secondary creativity. Sometimes, it is involuntary when we start our innovative work. Much more thought has gone into what we hope to achieve before we begin.

Furthermore, cognitive *theory* centers on the creative process and individual cognitive mechanisms, affirming the role of thought systems in generating imaginative ideas. Cognitive theories of creativity vary, with some emphasizing universal capacities like attention or memory, while others highlight individual differences in thinking tasks. Some theories focus

on conscious operations, while others emphasize preconscious, implicit, or unintentional processes. According to cognitive theory, association processes are the end product of creative intuition (Petervari et al., 2016).

The Rationale of the Study

Humor is a new concept to study in organizational settings. Humor affects an organization's productivity, whether public or private. Cheerful humor enhances productivity, while hostile humor declines productivity. In some cases of negative humor, productivity may increase because the employee works more efficiently to avoid being joked about. Still, there are chances of work being compromised because of pressure. Organizations demand creativity and creative minds, especially in the marketing and innovation departments. It is essential to study how the employees' creativity is affected by humor, as it is a crucial aspect of the performance of organizations. It is necessary to study whether humor blocks the flow of creativity or boosts creativity. In Pakistan, there needs to be more research about humor. Still, no research shows the relationship between the use of humor by supervisors and its effects on the creativity of individuals and workplace productivity. In previous research, humor has been associated with burnout or studied as a deprecating coping strategy by the leader. This study was based on a Pakistani sample and examined the effect of a supervisor's humor on workspace productivity and employee creativity. The main focus of this study is employees from creative and creative departments of different organizations of different age groups. The reason for conducting this research is to examine to what extent and how the humor the supervisor uses affects workplace productivity and creativity among the employees. This study further elaborates on which humor blocks creativity and adversely affects productivity.

Materials and Methods

Objectives

- Explain the relationship between supervisor's humor, workplace productivity, and employee creativity (also explore the relationship between positive and negative humor).
- To investigate the role of various demographic factors (e.g., gender, monthly income, job type, job timing) in humor, workplace productivity, and employee creativity.

Hypothesis

Based on empirical confirmations provided by previous research, the following hypotheses were formulated:

- Supervisor's humor will be positively related to workplace productivity.
- The supervisor's humor will be positively associated with the employee's creativity.

Sample

A sample of employees (N=300) was taken from public and private offices. Respondents include men (n=161) and women (n=139) with 12-16 years of education. The range of participants was (22-35 years), (M=26.58) and (SD=5.065) of the sample. Employees from creative and non-creative departments are included in the sample.

Table 1: Frequency and percentages of demographics variables (N=300)

Demographics		Frequency	Percentage
Gender	Male	161	52.1
Female		139	46.3
Education	12year	41	13.3
14 year		111	35.9
16 year		148	47.9
Family structure	Joint family	83	26.9
Nuclear family		217	70.2
Organization type	public	184	61.3
Private		116	38.7
Department category	Creative	133	44.3
Non- creative		167	55.7
Job type	Contract	182	60.7
Permanent		118	39.3

Operationalization of Variables
Supervisor's humor
In the present study the humor climate questionnaire was used developed by (Cann et al., 2014). High score on HCQ reflects strong perceptions of positive humor (Schei et al., 2021).

Workplace productivity
In the present study individual workplace productivity questionnaire was used to measure this construct. High score on this means high workplace productivity. It is used to measure whether the employee is high or low in workplace productivity.

Creativity
Scale of creativity developed by (Zhou & George, 2001) was used to measure the employees creativity of organization. The highest score on scale means highest level of creativity possessed by the individual.

Instruments
For the collection of data following instruments were used:

The Humor Climate Questionnaire
The humor climate questionnaire has 42 items which supports four factors, positive humor (item 1-5), negative humor (item 6-10), out-group humor (item 11-15 and supervisor support (item 16- 20). All the items are rated on seven-point Likert scale (1= totally disagree, 7= totally agree). In this research, we are using three factors of THCQ, positive humor, negative humor, and supervisor support. The internal reliability of positive humor is (α=.87), negative humor (α=.83) , supervisor humor (α=.81) in original scale. THCQ is originally developed by (Cann et al., 2014).

The Individual Work Performance Questionnaire
The IWPQ is an 18-item scale developed in the Netherlands to measure three main dimensions of job performance: task performance, contextual productivity and counterproductive work behaviour. The items are rate on 5-point rating scale (0 = seldom to 4 = always for task and contextual performance; and 0 = never to 4 = often for counterproductive work behaviour).The Spanish version of IWPQ was translated from the 18-item version of English instruction

manual. The internal reliability for task productivity (α = .78), contextual productivity (α = .85) and counter-productive work behavior (α = .79) (Koopmans, 2015).

Scale of Creativity
It is 13-item scale developed to measure creativity. Creativity is measured on a five-point scale ranging from 1 = 'not at all characteristic' to 5 = 'very characteristic'. Three items in the scale of creativity were adopted from Scott and Bruce 1994 and the other 10 were developed by Zhou and (2001). Internal reliability of scale of creativity (α=.96) (Zhou & George, 2001).

Procedure
After the sample and scales were finalized, the next step was to collect data, which was accomplished by distributing questionnaires to research participants at their institutions. After the participants gave their informed consent, they were asked to submit basic demographic information before being given instructions on how to complete the surveys. All ethical criteria were followed throughout data collection, and they were given the assurance that the information they submitted would be used exclusively for research reasons and would be kept anonymous. Data was gathered during university hours. Data was input into SPSS for descriptive and inferential statistical analysis once data collection was done.

Results and Discussion
The purpose of this study was to evaluate the link between supervisors' humor, workplace productivity and creativity among employees, as well as the involvement of various demographic characteristics in these variables. The data was analyzed using appropriate statistical techniques. The internal consistency of the scales was checked using alpha reliability analysis. Product moment correlation was used to determine the relation between all the variables used in study. Regression analysis was performed to investigate the predictive effect of positive humor, negative humor and supervisor humor for workplace productivity. An independent sample t-test was performed to determine gender differences in supervisor's humor, workplace productivity and creativity. The following are the result

Table 2: Alpha reliability, Coefficient and Descriptive Statistics of the humor climate questionnaire, scale of creativity and individual workplace productivity questionnaire (N=300)

	No. of Item	A	M	SD	Skewness	Kurtosis	Range Actual	Range Potential
Variables								
THCQ	14							
PH	4	.838	20.12	4.938	-.809	.179	24	4-28
NH	5	.636	22.45	4.645	-.137	.486	27	7-34
SH	5	.506	19.90	4.130	.191	1.562	29	5-34
SC	13	.883	50.21	8.631	-.804	-0.63	42	23-65
IWPQ	18	.648	37.59	7.964	.510	1.269	48	17-65

Note: THCQ is The humor climate questionnaire, PH is positive humor, NH is negative humor, SH is supervisor humor, SC is scale of creativity and IWPQ is individuals workplace productivity.

Table 2 shows the alpha reliability and descriptive of scales the humor climate questionnaire consist of 14 items (a= .687), the composite of this scale was not used. The reliabilities of scales of positive humor and creativity are good, the reliabilities scales of negative humor and

individual workplace productivity are satisfactory whereas the reliability of scale of negative humor is not good.

Table 3: Correlation matrix of employee creativity, Individual workplace performance, positive humor, negative humor and supervisor humor (N=300)

S.N	Scale	1	2	3	4	5
1	EC					
2	IWP	.35**				
3	PH	.28**	.20**			
4	NH	0.63**	.28**	.14**		
5	SH	-0.00	0.29**	.35**	-.02	

*Note: EC is employee creativity and IWP is individuals workplace productivity PH is positive humor, NH is negative humor and SH is supervisor humor *p< .05, **p<.01, ***p<.001*

In table 3 the product-moment correlation among the variables is shown. All of the factors were related positively to one another except supervisor humor. Employee's creativity was significantly positively correlated with individual's workplace productivity (p < .01). Positive humor is significantly positive related to individual workplace productivity (p < .01) and employee creativity (p < .01) . Negative humor also show significant positive relation with positive humor (p < .01) supervisor humor shows significant positive relation with individual workplace productivity and positive humor (p < .01) and show non-significance relationship with employees creativity and negative humor.

Table 4: Regression coefficient of positive humor, negative humor and supervisor humor (N=300)

Variables		B	SE	B
Constant		15.14	2.93	
PH		.45	.08	.28
NH		.11	0.98	.06
SH		.54	.10	.28
R²	0.17			
ΔR²	0.17			
F	21.19			

*PH is positive humor, NH is negative humor and SH is supervisor humor. *p< .05, **p< .01, ***p< .001*

This table 4 shows the predictive role of positive humor, negative humor and supervisor humor. Results showed that 17% variance in workplace productivity by positive humor, negative humor and supervisor humor. Positive humor, negative humor and supervisor humor are significant predictor of individual workplace performance. 1 unit change in positive humour will result in28% variance in individual workplace productivity. 1 unit change in negative humour will result in 6.5% variance in individual workplace productivity.1 unit change in supervisor humour will result in 28% variance in individual workplace productivity.

Table 5: Gender differences on employee creativity, Individual workplace performance, positive humor (N=300)

Measures	Men(n=161) Cohen's d		Women(n=139)				95%CL		
	M	*SD*	*M*	*SD*	*t*	*p*	*LL*	*UL*	
EC	52.80	7.01	47.21	9.35	5.89	.00	3.72	7.45	0.67
IWP	38.49	7.50	36.55	8.36	2.12	.03	.14	3.74	0.24
PH	21.94	3.35	18.01	5.60	7.48	.00	2.89	4.96	0.85

*Note: EC is employee creativity and IWP is individuals workplace productivity PH is positive humor, NH is negative humor and SH is supervisor humor *p< .05, **p<.01, ***p<.001*

Table 5 shows the gender differences in employee creativity, individual workplace productivity, and cheerful humor. There was a significant difference between genders in creativity, individual workplace productivity, and cheerful humor, as the values of all the variables of Cohen's d is more than 0.2. The effect of Cohen's d for creativity is tiny, medium too high for an individual's workplace productivity, and high for positive humor. Men are higher on creativity, workplace performance, and cheerful humor than women.

Discussion

This study aimed to determine the relationship between a supervisor's humor and creativity and workplace productivity, as well as the role of various demographic factors in determining these variables, i.e., whether or not gender performs a function in defining the effect of supervisors on creativity and workplace productivity. The central hypothesis is that there is a positive relationship between supervisor humor and workplace productivity. The second hypothesis was that there would be a positive relationship between the supervisor's humor and the employee's creativity. 3rdand 4th hypothesis suggested that there will be a positive relationship between cheerful humor and employee creativity and workplace productivity. Lastly, the 5th and sixth hypotheses were that a positive relationship would exist between hostile humor and employee creativity and workplace productivity. The hypotheses were tested using product-moment correlation. Regression analysis investigated the predictive effect of positive, humorous, and negative humor on supervisory humor. An independent sample t-test was run to check the effect of gender, organization type, and department category job type on cheerful humor, hostile humor, supervisor humor, workplace productivity, and creativity.

In table 3, the supervisor's humor showed positive results in workplace productivity, which proved the study's first hypothesis. It means the supervisor's humor results in increased productivity in the workplace. When supervisors adapt humor into their supervision style within the predetermined boundaries, they are the most likely to become likable and receive a higher productivity rating (Lindsey, 2019). This finding also supported my result. Supervisor humor showed a significant positive relationship with individual workplace productivity. Supervisor humor showed significant variances in workplace productivity, as shown in table 4.

The study showed a non-significance relationship between supervisors' humor and employees' creativity, which rejected the study's second hypothesis. When the supervisor shows aggressive humor, it decreases employee creativity, negatively affecting the creativity shown by the employees in the workplace (Shi et al., 2017). Our study also explores the effect of cheerful humor on workplace productivity and employee creativity. The study's findings showed that cheerful humor significantly correlated with employee creativity, as shown in table 3. Theorists suggested that humor-induced cognitive and social processes benefit creativity (Koestler, 1964; Romero & Pescosolido, 2008; Wood et al., 2011). Hence, hypothesis 3 is proved. From table

3, it was visible that cheerful humor has a significant positive relationship with workplace productivity. Cheerful humor showed a substantial variance in workplace productivity, as shown in table 4. Due to cheerful humor, the workplace environment became less stressful, and people were free to exhibit and practice their ideas, which, as a result, increased the production rate.

Table 3 shows the positive relationship between hostile humor and employee creativity. Satire humor will have a positive impact on creativity (Solomon, 2016). Hence, this hypothesis was also proved. It was shown in table 3 that hostile humor has positive effects on workplace productivity. In table 4, negative humors showed variance in workplace productivity. Studies suggest that humor in an organization's workplace environment, tends to increase productivity; it encourages and provides solidarity among them and also serves as a stimulus that processes table 5 shows that workplace productivity and cheerful humor showed significant differences between men and women who are organized in terms of creativity. Men scored higher on creativity, workplace productivity, and cheerful humor than women. Because women were less likely to display humor, they did not like cracking jokes with coworkers. Creativity is mainly associated with males, including decision-making, competitiveness, risk-taking, adventures, ambition, and daring tasks. For gender difference, the standard deviation of creativity was slight; for an individual's workplace productivity, it ranged from medium to high, and for cheerful humor, it was high, as shown in table 5.

Conclusion

According to the findings, there is a considerable, significant positive relationship between positive and negative humor and creativity and workplace productivity. The study found that those more prone to positive and negative humor show more creativity and workplace productivity. Results also suggest that men are higher on creativity, workplace productivity, and cheerful humor than women.

Limitations and Suggestions

The study comes with limitations. This study was quantitative. The data was only collected from twin cities and the employees of selected departments. The data was only collected from employees aged 22-35, so it cannot be applied to the overall working population. The current study is an important first step in discovering the causal impact of humor on productivity and creativity. Future studies should investigate other relevant aspects to understand humor's effect on working employees better. In this study, no significant result was shown by the supervisor's humor or creativity. This may be because there is a difference in the hierarchy. Employees hardly get one-on-one interaction with supervisors. Future research should use a longitudinal data-gathering design based on past research and the limitations of this study. In future research, researchers should study the taunting culture and the effect of demonization through the harsh remarks on creativity.

Implications

The finding of this study might have a significant influence on the supervisors who are trying to increase the productivity of their organizations. Organizations should use interventions that use humor to increase workplace productivity and encourage more creative work. Successful strategies will be used to increase output. The supervisor will encourage positive humor among coworkers and subordinates.

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