Leading With Happiness; Analysing The Effect Of Leaders' Humour Styles On Employees' Creativity

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Abstract
The aim of this paper is to study the effects of the four styles of leaders’ humor (Affiliative humor style, Self-enhancing humor style, Aggressive humor style and Self-defeating humor style) on employees’ creativity. This study was intended to examine the effects of leaders’ humor styles on employees’ creativity in the dynamic and creative environment of the organizations of IT industry. A total of 111 out of over 500 people who are working as a manager in Software Houses took part in this research. The technique used for sampling is Simple Random Sampling as it is feasible for time and cost and its accurate representation of the larger population. The data collection process was self-administered and self-distributed. The results of the study have revealed that the affiliative humor style used by leaders will have a positive and significant effect on employees’ creativity, Self-Enhancing humor, being humor, is used to enhance the self thus having no significant effect on employees’ creativity. While Aggressive humor style and Self-defeating humor style, being negative styles do not encourage employees to think creatively. the study recommend future research might examine the individual differences associated with different types of leader and follower humor. While gender has been associated with different humor preferences, less information is known about other characteristics that might be relevant.

Keywords: Affiliative humor style, self-enhancing humor, Aggressive humor style, Self-defeating humor style employees’ creativity

INTRODUCTION

1.1 Background

Quick progressions in the field of IT and its wide use in the world of business have expanded the competition among the organizations. Because of the expanded competition and various condition, workers of IT associations confront numerous issues like taking care of regularly expanding need and give innovative solutions. The significant workforce can get on with the quickly changing
conditions by introducing creative answers for the issues regarding the advancement of the association.

The study will aim to provide empirical evidence supporting the positive and negative impact of these four leaders’ humor styles on the employees’ creativity in the IT industry of Pakistan. Pakistan’s IT industry has a come a long way. Today it stands as the country’s fastest-growing export sector. As IT industry is a growing and rising industry that has a lot of potential, so it have to keep the pace with the quickly changing condition by introducing the creative answers for the issues.

1.2 Significance of the study
Amabile characterized creativity as thought that is new and proper for the organization (Liao et al., 2010). Creativity isn't simply to display an original thought yet it can extend from a plan to some significant leap forward (Amabile, 1996; SJ Shin & J Zhou, 2003). Humor is influenced by utilization of amusingness at work environment. Humor characterizes reality in a light mode (Shin et al, 2012). Humor advances the interpersonal connections and assumes a positive part in advancing creativity of group fellows. Herbold discovered that humor and creativity exists together and blends each other (Robinson & Smith-Lovin, 2001).

1.3 Research Question
Is there any significant impact of Leaders’ humor styles on Employees’ creativity?

1.4 Research Objectives
Given the importance of humor as a business topic this study aims to measure out the way the constructive humor styles and offensive humor styles of leaders affect the employees’ creativity. The study will aim to provide empirical evidence supporting the positive and negative impact of these four leaders’ humor styles on the employees’ creativity. So research objectives are:

- To find out the ways to lead with happiness
- To elicit the humor in the leadership styles.
- To analyze the positive and negative impact of the four leaders’ humor styles on the employees’ creativity.
- To extract styles of leaders’ humor in the organizations.
- To check the impact of leaders’ humor on employees creativity.

LITERATURE REVIEW
Due to rapid innovations in the field of IT and their ample use in the world of business, organizations have to keep pace with the rapidly changing environment for creative solutions and giving new and creative ideas. Behavioral theory of leadership revolves around specific behaviors and actions performed by excluding their personality traits and characteristics. Specifically human skills of leader have crucial role in enhancing innovation and creativity among employees. Prior studies have shown that humor at workplace has a positive impact on employees. The creativity of the employees increases manifold by humorous styles of leaders.
2.1 Humor
One way to develop satisfying relationships involves the use of humor. As with leadership, there is some variance in the definitions of humor. Humor is described as any event shared with another under the intention to amuse, with the target perceiving the intention (Kim, Lee, & Wong, 2016). Another perspective references humor as a multifunction management tool that can be used to achieve a variety of objectives (Gkorezis & Bellou, 2016). Different definitions and breakdowns of humor exist because humor varies by function and use.

In contemporary Western culture, a sense of humor is widely viewed as a highly desirable – even virtuous – personality characteristic. Individuals with a greater sense of humor are thought to be better able to cope with stress, to get along well with others, and to enjoy better mental and even physical health (e.g., Lefcourt, 2001). Humor, however, has not always been viewed so positively. Indeed, the earliest theories of laughter, dating to Aristotle and Plato, and continuing in some form to the present day (e.g., Gruner, 1997), view it as resulting from a sense of superiority derived from ridiculing others for their stupidity, weakness, or ugliness. Such a view does not seem to hold much promise for the inclusion of humor as a component of positive psychology. The existence of such conflicting perspectives may be better understood by examining the ways in which the conceptualization of humor has evolved over several centuries.

It is suggested that humor along with other traits like social skills, authorization, creativity and innovation and good speaking ability is an essential characteristic for effective leadership. Research studies on leadership behavior specifies that “effective leadership requires skills in general areas of: giving and gaining information, taking decision, influencing people and forming relationships (Yukl and Lepsinger, 1990).

Research has shown that humor can nourish or destroy relationships depending on the context and type of humor (Gkorezis & Bellou, 2016). Humor in the workplace has been found to be related to group cohesiveness, creativity, leadership, and a positive organization culture (Kim et al., 2015). Specifically, leaders’ use of humor is related to perceived effectiveness of the leader (Gkorezis & Bellou, 2016). Humor in a workplace also is related to increased individuals’ affective well-being, or feelings about one’s job (Kim et al., 2016). Both of these studies on humor found that the context of the humor matters as well as the perceived motive of the humorous individual, the perceived evaluation of the humor, and the type of humor used. Also, both studies showed that employees have a significant response to humor in the workplace, and this relationship needs to be taken

2.2. Evolution of the Humor Concept
Ruch (1998) has traced the etymology of humor, which originated in the classical Greek theory of four humors or bodily fluids (blood, phlegm, black bile, and yellow bile) that were thought to influence all aspects of bodily and psychic function. Over time, humor came to refer to mood (a meaning still present when we speak of someone being in good or bad humor), and eventually it evolved into a connotation of wittiness, funniness, and laughableness, although not necessarily in a benevolent sense. Until the end of the 17th century, it was socially acceptable to laugh at unfortunate, deformed, or mentally ill individuals, and the exchange of hostile witty remarks was a popular form of interaction in fashionable society. Under the influence of the humanistic
movements of the 18th century, however, these aggressive forms of laughter began to be viewed as unrefined and vulgar.

2.3 Humor theories
Shifting away from the discussion of individuals’ sense of humor, then, the following narrative adopts a broader perspective. Humor has been studied from many perspectives, including anthropological (e.g., Apte, 1983; Roy, 1959), philosophical (e.g., Morreall, 1983; Shibles, 2002), physiological (e.g., McGhee, 1979), psychological, rhetorical (e.g., Morreall, 1983), and social scientific (e.g., Berlyne, 1972; Martineau, 1972). Three basic theories have dominated humor research from its inception: superiority theory, incongruity theory, and relief theory (Meyer, 1997; Morreall, 1983).

2.4. Humor as communication
Humor can be used as a communicative tactic by leaders. Frequently, humor conveys a message when essentially expressing that point without the utilization of humor would not have been able to convey the message. In addition, humor can work as an outlining instrument in which the message is transmitted in a setting that makes audience more pleasant with the message or the messenger. One of these areas in which a leader can use humor as a framework is the university classroom. Myers and Good boy (2014) discovered that college teachers’ utilization of humor positively affected student involvement in the course and academic achievement in it. The authors found students to be more satisfied with the course with instructors who used humor often. Because university lectures are a form of public speaking and the viability of humor as a public speaking tool is well known, this conclusion makes sense (Myers & Good boy, 2014).

2.5. Humor and Leadership
In both academic and popular literature humor has often been defined as a favorable trait that has a positive influence on leadership (Avolio, Howell & Sosik, 1999; Priest & Swain, 2002; Ross, 1992). Some of the positive relationships found between the use of humor and leadership are that humor has been supported as an effective aid for multiple leadership styles (Avolio et al. 1999; Holmes & Marra, 2006), and leaders who were rated by participants as being high in sense of humor have also been rated as more effective, intelligent, friendly, confident, witty, mature, respected, motivating, decisive, popular, competent, pleasant, and masculine (Decker, 1987).

2.6 Humor Styles
Humor have been characterized by different scholars in several ways. In the beginning humor styles were divided into negative and positive styles (Duncan et al. 1990). Superiority theory is tend to be used by Negative humor styles. Superiority theory is when people laugh about hard luck of others when they feel a sense of triumph over other people i.e. schadenfreude. Positive humor is a style of humor that observe the layout of incongruity (i.e., consider infringement of sound dialect or standards of conduct). The incongruity of the punch line is somewhat unexpected, ambiguous, illogical, or inappropriate (Duncan et al. 1990). The incongruence is commonly at the end of the story line where the story is promptly moved to another path (Cruthirds et al. 2012).
2.7. Self-defeating leaders’ humor style and employees’ creativity.

Self-defeating humor is characterized by Janes and Olson as self-opposing humor. Workers who utilize this sort of humor want to pick up consideration of different representatives by ridiculing their own particular selves which contrarily influences their self-assurance in the general population around. This humor is utilized by people who need to make them noticeable and do silly things to pull in the consideration of others (Kuiper and McHale, 2009). It is being proposed by Janes and Olson that workers under gauge themselves in this kind of humor and it take them to non-inventive assignments (Kuiper, Martin, Olinger, 1993).

2.8. Hypothesis

H1: There is significant impact of leaders’ Affiliative humor style on Employees Creativity.

H2: There is vital impact of leaders’ Self-enhancing humor style on Employees Creativity.

H3: There is vital effect of leaders’ Aggressive humor style on Employees Creativity.

H4: There is strong impact of leaders’ Self-defeating humor style on Employees Creativity.

2.9. Theoretical Framework.

2.10. Conceptual framework

Figure 1
Leaders’ humor styles

- Affiliative Humor
- Self-enhancing Humor
- Aggressive Humor
- Self-defeating Humor

Employees Creativity.

Gap Analysis
The part played by creativity for firms’ performance and growth cannot be ignored in a competitive dynamic environment. Quick advancement in innovation and its broad practice in business associations have expanded the competitiveness among the organization. Because of this expanded competitiveness and varied condition, workers of various organizations confront numerous issues like taking care of regularly expanding demand and give innovative ideas. This profitable personnel can meet with the quickly varying condition by displaying the creative answers for the issues for the improvement of an organization. Many researches have been done so far for finding the impact of different factors and behaviours on employees’ creativity.

METHODOLOGY
This study was intended to examine the effects of leaders’ humor styles on employees’ creativity in the dynamic and creative environment of the organizations of IT industry. This study is not with the intention to determine that why leaders don’t use humor.

3.1. Operational Definition of Variables

3.1.1. Independent Variable

Leaders’ Humor Styles

Affiliative Humor Style
Affiliative humor reveals a humor style that is utilized to upgrade one's connections with others in a moderately benevolent manner (Martin et al., 2003). It depicts a man's propensity to encourage connections by telling jokes and participating in interesting chat.

Self-enhancing Humor Style
Self-enhancing humor alludes to humor to upgrade the self tolerantly and is the propensity to keep up a clever point of view to perk oneself up (Kuiper et al. 1993). Furthermore, it enables individuals to maintain a distance from stressful circumstances. Self-enhancing humor describes a person’s tendency to be delighted by the dissonant situations of life.

**Aggressive Humor Style**

Aggressive humor alludes to incongruity, mockery, prodding, and joke and to sexist and supremacist humor and is related with influencing or disparaging others (e.g., Janes and Olsen, 2000). Aggressive humor is an antagonistic type of humor to upgrade the self on account of others and included mocking or reprimanding humor.

**Self-Defeating Humor Style**

Individuals who tell amusing tales or do entertaining things at their own cost with a specific end goal to get appreciated by others use self-defeating humor (Martin et al., 2003). It is simply the inclination to make fun of oneself for the enjoyment of others, that is, to utilize humor in a self-criticizing way, or chuckling alongside others while being ridiculed (cf. Chen and Martin 2007).

### 3.1.2. Dependent Variable

**Employees’ Creativity**

The employee’s ability to generate innovative and productive ideas which have the capacity to pay out for organizational wellbeing (M. Abbas and Raja, 2011) (Gilson et al, 2005).

### 3.2. Population

Due to rapid advancement in the technology, the IT industry is possibly considered to be the most significant driver for the competitive global economy. Due to the intense requirement of creativity among employees, IT industry is being chosen for this study. Managers of software houses are the target population of this research. There were 4 to 5 managers in most of the software houses.

### 3.3. Sampling:

Software houses in Rawalpindi and Islamabad are selected for this study. A total of 111 out of over 500 people who are working as a manager in Software Houses took part in this research. There were 65% males and 35% females among the respondents. In terms of educational attainment, 70 percent of the sample population consisted of employees having masters’ degree and above qualification and the remaining were having bachelor’s degree. The technique used for sampling is Simple Random Sampling as it is feasible for time and cost and its accurate representation of the larger population. Simple Random sampling eliminates bias by giving all individuals an equal chance to be chosen

### 3.4. Instrumentation

This study answers the research question being made. The question was “Is there any significant impact of Leaders’ humor styles on Employees’ creativity?” For analyzing the impact, all four styles of Leaders’ humor and impact of each style on employees’ creativity is measured by items being used for prior studies.
All the variables in the study have been operationalized using scales from prior studies which are measured on five points Likert Scale anchoring 1(Strongly Agree) to 5(Strongly Disagree).

Questionnaire consist of 3 parts. Part A is having 5 items for measuring Employees’ creativity and Part B consist of 32 items measuring the Independent variable, i.e. Leaders’ Humor styles. Whereas, Part C consist of personal information like Age, Education and Experience.

Scale for measuring Employees Creativity is adopted from adapted from Scott & Bruce, 1994. Employees Creativity is taken as a unitary construct in this scale (Shelley and Oldham, 2008). This scale consist of 5 items which are like “Employees of our company are good source of creative ideas.”, “Employees of our company come up with many creative solutions to solve complex problems.” And “Employees of our company come up with new and practical ideas to improve the performance and quality”. The reliability measure in shape of Cronbach’s alpha for this scale was 0.75 in the original scale.

For measuring Leaders’ humor Styles a scale containing 32 items is selected. The scale is being formed by Martin et al. (2003).

Data collection and analysis

The data collection process was self-administered and self-distributed. The researcher met first with appropriate organizational members i.e. HR manager to find out the number of managers in their Software house. Employees were encouraged to complete the survey on work time, using work computers or on paper as per their ease. Questionnaires were mailed to those who expressed reservations about completing the survey on-line. Further reminders were send via mail to those who had not submitted the response.

4.1 Analysis

Standard scales are being used by this study, modified as needed to fit in with the setting and study. All instruments were submitted to tests of internal consistency scale reliability and validity, using Cronbach’s alpha (a) as the appropriate guide. For this study, the minimum desired Cronbach’s alpha for all measures was .70, as proposed by Nunnally (1978). Smart PLS is being used for the analysis in this study.

4.1.1 Measurement model

Figure 2
4.1.2 Path Coefficient

Path coefficients are always standardized path coefficients. Given standardization, path weights therefore vary from -1 to +1. Weights closest to absolute 1 reflect the strongest paths. Weights closest to 0 reflect the weakest paths. Path coefficient between the models shows the algebraic sign and magnitude as well as Significance. The magnitude of path coefficient shows the strength of the relationships between two latent variables.

Table 1 Path Coefficient

<table>
<thead>
<tr>
<th>Employees’ Creativity</th>
<th>Leaders’ Affiliative Humor style</th>
<th>Leaders’ Aggressive Humor style</th>
<th>Leaders’ Self-Defeating Humor style</th>
<th>Leaders’ Self-Enhancing Humor style</th>
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<tbody>
<tr>
<td>Employees’ Creativity</td>
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<tr>
<td>Leaders’ Affiliative Humor style</td>
<td>0.531</td>
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<tr>
<td>Leaders’ Aggressive Humor style</td>
<td>0.569</td>
<td>0.749</td>
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<tr>
<td>Leaders’ Self-Defeating Humor style</td>
<td>0.728</td>
<td>0.721</td>
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<tr>
<td>Leaders’ Self-Enhancing Humor style</td>
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http://www.webology.org
Leaders’ affiliative humor style have value of 0.531 which shows a positive effect of them on employees’ creativity and reflect the strongest path. Leaders’ aggressive humor style have negative value of weights i.e. -0.036 which shows a negative effect on employees’ creativity and reflect the weakest path. But leaders’ self-defeating humor style and leaders’ self-enhancing humor style have value of 0.166 and 0.004 respectively which shows reflect the weakest path as the weights are closest to 0.

4.1.3. Construct reliability and validity
Cronbach’s Alpha is a traditional form that was used for reliability assessment of constructs. It shows the internal consistency of the items. The same value is recommended to be above 0.70 (Nunnally & Bernstein, 1994).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>Rho_A</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees’ Creativity</td>
<td>0.875</td>
<td>0.922</td>
<td>0.910</td>
<td>0.673</td>
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<tr>
<td>Leaders’ Affiliative Humor style</td>
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Note. CR= Composite Reliability, AVE= Average Variance Extracted
Reliability analysis refers to the fact that a scale should consistently reflect the same result every time when it is used.

Alpha represents that how many items are contributing in effecting the dependent variable. This study is going to use Cronbach’s Alpha as it is more reliable and more accurate than α.

Data on each leader’s humor style was generated by Managers which are illustrated as ‘leaders’ in this study.

The reliability measure in shape of Cronbach’s alpha for the scale measuring employees’ creativity was 0.75 in the original scale. The value of Cronbach’s alpha is 0.875 for this study which shows that the scale utilized as a part of this research study is reliable.

The reliability measure in shape of Cronbach’s alpha for the scale measuring leaders’ humor styles was 0.67 to 0.78 in the original scale. (Yerlikay, 2003). The Cronbach’s alpha value for leaders’ humor styles is above 0.8 which confirms the reliability of the scale.

**Convergent validity**

Convergent validity also called Average Variance Extracted (AVE). Convergent validity indicates if the items bring enough variance (e.g. above 0.50) in the respective constructs and it explain more than 50% variance than explain by error term which is acceptable as recommended by (Hair et al, 2010).

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</table>

Note. CR= Composite Reliability, AVE= Average Variance Extracted

In our case, we found that all the constructs have above .50 which met the bench market criteria.
Composite Reliability

It tells about the items internal consistency that the items are consistent with each other. In other language, the questions used for each construct are consistent and the questions are not different than one another. The value recommended to be above 0.70 (Nunnally & Bernstein, 1994).

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</tbody>
</table>

Note. CR= Composite Reliability, AVE= Average Variance Extracted

The standard range for composite reliability is 0 to 1. All the values of Leaders’ humor styles and employees’ creativity are within the given standardized range. i.e.0.9.
Thus all these values demonstrate that the scale is reliable.

4.1.4. Discriminant Validity

Discriminant validity also called under the root of average variance extracted √AVE as it can be simply calculated by taking under root of AVE. It demonstrates if the items explain unique variance in the respective construct and the variance explained by the specific item is not overlapping with each other. It is recommended that the value should be above 0.70 to show uniqueness of variance (Hair et al., 2010).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Employees’ Creativity</th>
<th>Leaders’ Aggressive Humor style</th>
<th>Leaders’ self-enhancing Humor style</th>
<th>Leaders’ self-defeating Humor style</th>
</tr>
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</table>
Discriminant Validity show how much different these variables are. Its value should be 0.5 or above.

4.1.5. Outer Loadings
The outer loading should be 0.7 or above. All the values in the figure shows that they are on and above the standard value.

4.1.6. Coefficient of Determination R2
R square shows the impact of one variable on the other. Only employees’ creativity is an endogenous variable (one with incoming arrows). For the endogenous variable Employees’ creativity, the R-square value is 0.306, meaning that about 30.6% of the variance in Employees’ creativity is explained by the model (that is, jointly by the four styles of leaders’ humor).

<table>
<thead>
<tr>
<th></th>
<th>R square</th>
<th>R square Adjusted</th>
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<tbody>
<tr>
<td>Employees’ creativity</td>
<td>0.306</td>
<td>0.277</td>
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The table shows that the value of r square is 0.306. Its value should be from 0 to 1.

4.1.7. Effect Size F Square
The f-square effect size measure is another name for the R-square change effect. The f-square equation expresses how large a proportion of unexplained variance is accounted for by R2 change (Hair et al., 2014: 177). In other words, it shows if the influence of four styles of leader’s humor styles on employees’
creativity is weak, moderate or high. According to Chin (1998), 0.02 shows small effects; 0.15 represents medium effect and 0.35 shows large effect respectively.

### Table 7 F Square

<table>
<thead>
<tr>
<th></th>
<th>Employees’ creativity</th>
<th>Leaders’ Affiliative Humor style</th>
<th>Leaders’ Aggressive Humor style</th>
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<tbody>
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<td>Employees’ creativity</td>
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<tr>
<td>Leaders’ Affiliative</td>
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<td>Humor style</td>
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<td>Leaders’ Aggressive</td>
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<td>Humor style</td>
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<tr>
<td>Enhancing Humor style</td>
<td></td>
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</table>

In our study, Leaders’ Affiliative Humor style represents small effect 0.120 while Leaders’ Aggressive Humor style, Leaders’ self-enhancing Humor style and Leaders’ self-defeating Humor style shows very minimal or no effect.

### 4.2. Bootstrapping (Hypothesis testing)

#### 4.2.1. Path Coefficient

### Table 8

<table>
<thead>
<tr>
<th></th>
<th>Original Sample</th>
<th>Sample Mean</th>
<th>S.D</th>
<th>T. Statistics</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders’ Affiliative</td>
<td>0.531</td>
<td>0.489</td>
<td>0.264</td>
<td>2.014</td>
<td>0.045</td>
</tr>
<tr>
<td>Humor style</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Leaders’ Aggressive Humor style
-0.036  0.017  0.241  0.148  0.882

Leaders’ Self-Defeating Humor style
0.166  0.179  0.320  0.519  0.604

Leaders’ Self-Enhancing Humor style
0.004  0.011  0.327  0.013  0.990

Note. S.D= Standard Deviation

Structural model

Figure 3
CHAPTER 5

DISCUSSION

Results of my study are answering the research question being made that “Is there any significant impact of leaders’ humor styles on employees’ creativity?” As previous studies shows that positive humor can be an effective tool for leaders, but that negative forms of humor will result in negative effects (A. Davis & Kleiner, 1989; Malone, 1980; Tarvin, 2012) and there is some empirical support for a relationship between positive leader humor, positive subordinate outcomes, and positive perceptions of leaders.

Shifting away from the focus on humor, this study was also designed to add to the existing literature on leaders’ humor styles and its impact on a factor like employees’ creativity. First, this study proposed another potential antecedent to employees’ creativity, namely leaders’ use of humor styles in the organization. Second, as with the studies by A. Amjed and S. H. S. Tirmzi, 2016 this research assessed the relationship and impact of humor on employees’ creativity and giving us a way to further study and analyze the impact of leaders’ humor on employees’ creativity.

The study is carried out in IT sector of Pakistan and the sample of 111 respondents are selected from organizations of IT industry located in Islamabad and Rawalpindi region of Pakistan. Data are analyzed using SMARTPLS. A lot of research has been conducted by assessing the model empirically and theoretically to examine the use of humor by leaders and its impact on the ability of employees to think creative.

The results of the study have revealed that the affiliative humor style used by leaders will have a positive and significant effect on employees’ creativity as the T-value of the given hypothesis is above 1.96 and p-value is below 0.05.

Self-Enhancing humor, being benign humor, is used to enhance the self thus having no significant effect on employees’ creativity. While Aggressive humor style and Self-defeating humor style, being negative styles do not encourage employees to think creatively.

Finally, this study was designed to add to the existing literature on employees’ creativity as the importance of employees’ creativity and subsequent organizational innovation to both individuals and organizations cannot be understated.

5.1. Recommendations

On the basis of conclusions and discussions, the study recommend future research might examine the individual differences associated with different types of leader and follower humor. While gender has been associated with different humor preferences, less information is known about other characteristics that might be relevant.

5.3. Limitations of the study

Despite having several significance and strengths, this study is not free of limitations.

1. For instance, the model of this study is analyzed based on the sample of 121 employees which can be scoped in a low sampling range.
2. The sample size taken for this study is not large enough to reveal the exact and authentic image of the organizations operating in Pakistan.
3. The methodological limitation of this study can be expressed in term of statistical analysis and data collection tools. For instance, we used structured questionnaires to collect data from the respondents while have ignored that open ended questions, interviews and qualitative approaches in this regards.
4. Moreover, we assessed the model by using SMART PLS while ignored to check for robustness. For instance, we may assessed the model through AMOS and regression to gain more useful insights.
5. Similarly, we could achieve new flagged outputs by testing some moderators between leaders’ humor styles and employees’ creativity.

Conclusion
Creativity becomes crucial in today’s organizations operating in a highly competitive and global environment. Leadership style is imperative to contemplate while making research on creativity since administration is indispensable in making strong or unsteady workplace by being agreeable or unhelpful. Leaders’ humor boost up employees’ confidence and courage to share or convey their views and ideas in a better way with their leaders, giving a way to creativity and innovation in their organization.

This study supports the assumption that there are significant impacts of Leaders’ humor styles on Employees’ creativity. Results showed that different styles have different effect. Humor might have a positive role making work more enjoyable and undermine power and status. Specifically, the study was designed to inform our understanding of how leaders’ use of different styles of humor might yield positive or negative outcomes.

References


http://www.webology.org


