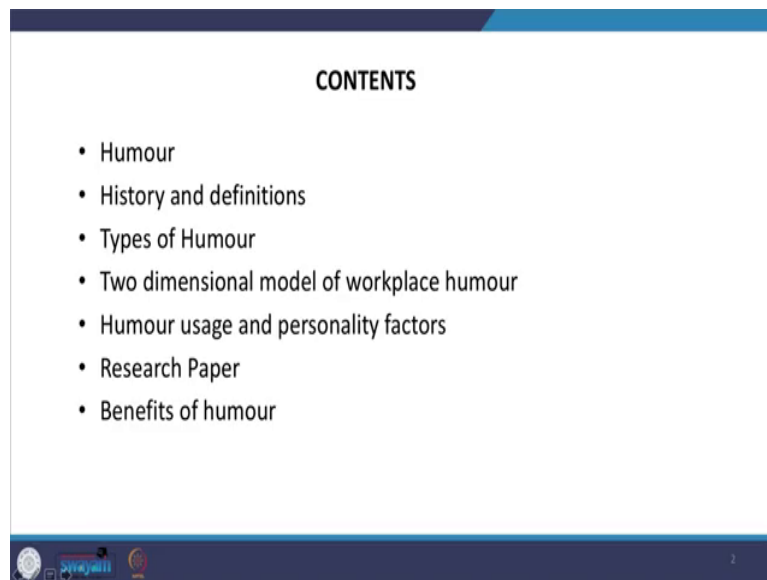


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 37
Humour at work place

In this session we will talk a very very interesting topic that is the humour at workplace. Now we see that is the, yes we heard to be formal at the workplace with our professional roles, but in that workplace also when we are spending the whole time of a day a long time of a day and then we are talking about a very important discussions and meetings and the serious work is going on. So just to get relax we can have the humour also at the workplace, but naturally we have to learn that is the how we can have the humour and what type of humour we can do.

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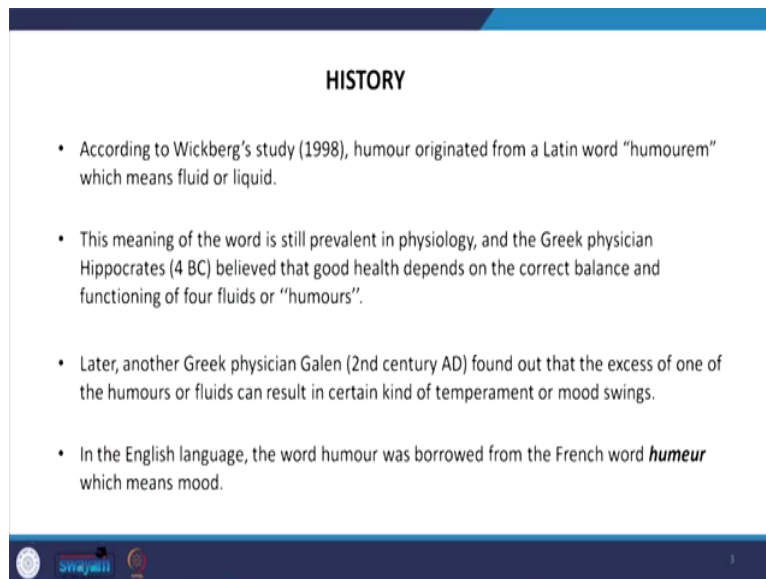


CONTENTS

- Humour
- History and definitions
- Types of Humour
- Two dimensional model of workplace humour
- Humour usage and personality factors
- Research Paper
- Benefits of humour

And here I will also discuss the dimensional model of workplace humour, humour usage and personality factors, some research papers the benefits of the humour.

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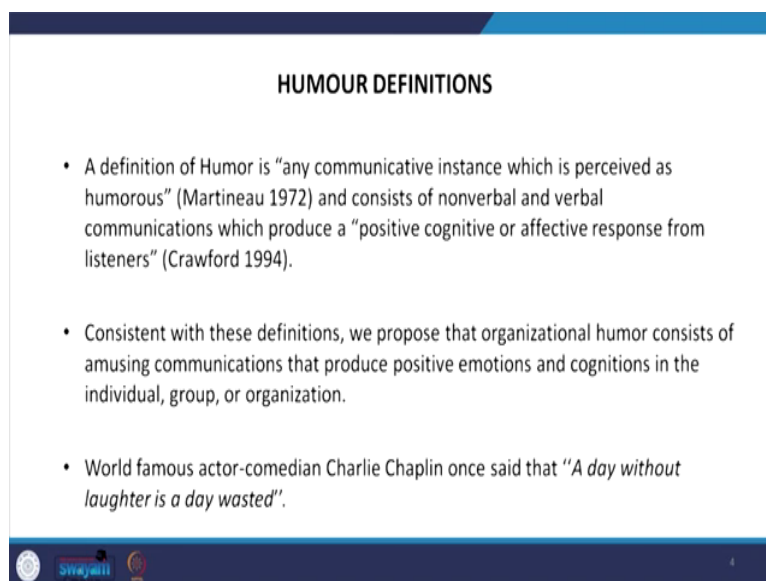
HISTORY

- According to Wickberg's study (1998), humour originated from a Latin word "humorem" which means fluid or liquid.
- This meaning of the word is still prevalent in physiology, and the Greek physician Hippocrates (4 BC) believed that good health depends on the correct balance and functioning of four fluids or "humours".
- Later, another Greek physician Galen (2nd century AD) found out that the excess of one of the humours or fluids can result in certain kind of temperament or mood swings.
- In the English language, the word humour was borrowed from the French word *humeur* which means mood.

swayam

So according to Wickberg's study humour oriented from a Latin word that is humour in which means fluid or liquid. This meaning of the word is still prevalent in physiology and the Greek physician Hippocrates in 4 BC believed that good health depends on the correct balance and functioning of 4 fluids or humours. Later another Greek physician Galen 2nd century he found out that the excess of one of the humours or fluids can result in certain kind of temperament or the mood swings. In the English language the word humour was borrowed from the French word "humeur" which means mood.

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HUMOUR DEFINITIONS

- A definition of Humor is "any communicative instance which is perceived as humorous" (Martineau 1972) and consists of nonverbal and verbal communications which produce a "positive cognitive or affective response from listeners" (Crawford 1994).
- Consistent with these definitions, we propose that organizational humor consists of amusing communications that produce positive emotions and cognitions in the individual, group, or organization.
- World famous actor-comedian Charlie Chaplin once said that "A day without laughter is a day wasted".

swayam

If you talk about the definition of the humour then the definition of humour is any communicative instance which is perceived as humorous and consists of non-verbal and verbal communication which produce a positive, cognitive or affective response from the listeners. Consistent with this definitions we proposed that organisational humour consists of the amusing communications that produce positive emotions and cognitions in the individual group or organisation. World famous actor comedian Charlie Chaplin once said that, “A day without laughter is a day wasted.”

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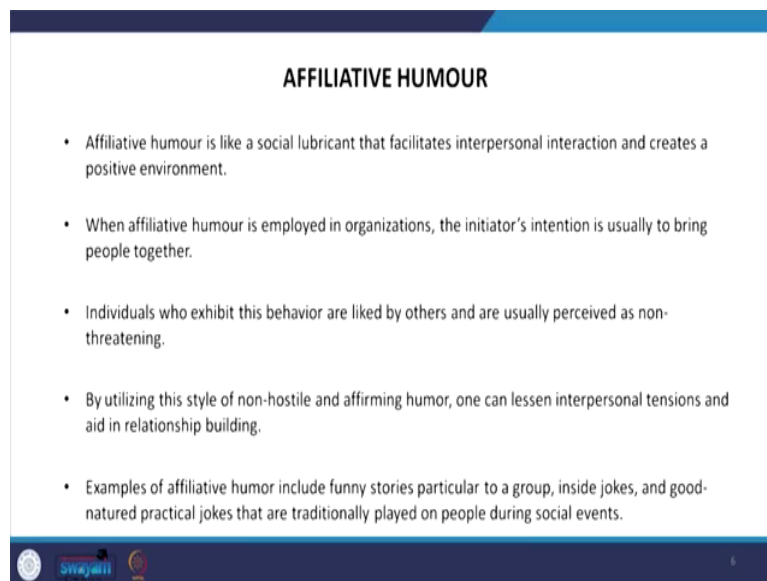
HUMOUR—“THE GOOD” AND “THE BAD”

- The Good
 - Affiliating Humour
 - Self-Enhancing Humour
- The Bad
 - Aggressive Humour
 - Self-Defeating Humour

Source: teamworkandleadership.com

So therefore in that case many times we are having the different sense of humour and then the good is that is the affiliating humour is there and self-enhancing humour. So therefore any humour which is developing the affiliation or there what is the self-enhancing, then definitely that will be the good humour is there, but the bad humour is that is the aggressive humour and the self-defeating humour is there. So when we are talking about the affiliative humour.

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AFFILIATIVE HUMOUR

- Affiliative humour is like a social lubricant that facilitates interpersonal interaction and creates a positive environment.
- When affiliative humour is employed in organizations, the initiator's intention is usually to bring people together.
- Individuals who exhibit this behavior are liked by others and are usually perceived as non-threatening.
- By utilizing this style of non-hostile and affirming humor, one can lessen interpersonal tensions and aid in relationship building.
- Examples of affiliative humor include funny stories particular to a group, inside jokes, and good-natured practical jokes that are traditionally played on people during social events.

Affiliative humour is like a social lubricant that facilitates interpersonal interaction and creates a positive environment, when affiliative humour is employed in organisations the initiators intention is usually to bring people together because we are talking about more towards developing the affiliations. Individuals who exhibit this behaviour are liked by others and are usually perceived as non-threatening. By utilising this style of non-hostile in affirming humour, one can lessen interpersonal tensions and add in relationship building, and therefore in that case it will be very very light, that is the it will first it will be non-threatening will be there and one can listen interpersonal tensions also.

So, therefore we are going at workplace with the so many roles and responsibilities and those roles and responsibilities naturally they create the tension specially from the family side, personal side and if somebody makes us to laugh then definitely it will be lessen our tension and add in relationship building and naturally the relationship building will be there. Examples of affiliative humour include funny stories particular to a group, inside jokes, and the good natured practical jokes that are traditionally played on people during the social events.

So normally what we do that is the when we talk about the funny stories are the, to about a particular group are the when we were talking about this some sentence inside jokes also. So at workplace at the right time in a right manner we should be able to crack the jokes and good natural practical jokes that are traditional played on people. So therefore if we say any

proverb and then we say this applies to you and therefore then in that case you will find yes that is making a situation to laugh.

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SELF-ENHANCING HUMOUR

- This humor style is centered more on the individual when compared to affiliative humor.
- When this type of humor is used in organizations, the initiator's intention is to enhance his/her image relative to others in the group or organization.
- Tendency to maintain a humorous outlook on life which assists in maintaining a positive perspective.
- People exhibiting this kind of humour are not overly distressed when faced with threat or any kind of adversity.
- It acts mostly as a coping mechanism, helping the person to sustain a humorous perspective of life even when faced with stress.

After affiliative humour we will talk what is self-enhancing humour, this humour style is centre more on the individual when compared to affiliative humour. So therefore it is the centre towards the more, when this type of humour is used in organisations the initiators intention is to enhance his or her image relative to others in the group or organisation. So this is also a one sort of the impression management.

So when we are having the impression management, so in impression management what we try to do? That is the if somebody who is cracking the jokes, then definitely he will be remembered and the people will like him. So therefore, in that case that is the it is the image relative to others in the group or organisation and when we are talking about these image relative so you are creating this particular impression. This particular impression that will create the sense of humour and the an image will be created that this person is jolly in nature.

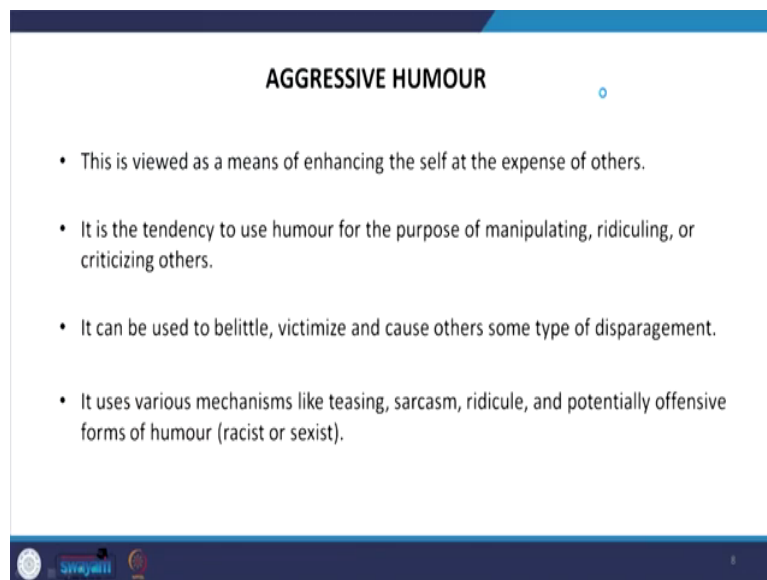
There is tendency to maintain a humorous outlook on life which assists in maintaining a positive perspective. So therefore, always the normally what people do, normally people are taking life very seriously and throughout their life they are involved into solving the problems and identifying the solutions and then trying to make a serious thought about the life but when we are talking about that when you are having the humorous outlook, so what will happen? That is you are maintaining a positive perspective in that particular direction.

So therefore it becomes very-very important that is the, what sort of the approach you have towards your life. So it does not mean it is we will if we have the humour so we will be not serious, no, the proper intervals and in the serious life also we can have a joy happiness and the humour. So, therefore in that we will find that is the if we are creating the our outlook on such a way that is it become humorous. People exhibiting this kind of humour are not overly distressed when faced with the threat or any kind of adversity.

So naturally who will be able to crack the jokes, who is not having that any threat in mind or any kind of adversity in life? If the person is having the any kind of adversity in life or threat in life then he will not be able to crack the jokes at the workplace. It acts mostly as a coping mechanism, so coping mechanism, helping the person why to sustain a humorous perspective of life when faced with the stress.

So, naturally always we have to try to see that is if somebody is in the stress then we are making the environment lighter and then making the lighter environment the jokes play a very-very important role. So, it is a stress coping strategy, if we are able to making the stress coping strategies then we will be sustained a humorous perspective of our life even though we are going through a stress.

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AGGRESSIVE HUMOUR

- This is viewed as a means of enhancing the self at the expense of others.
- It is the tendency to use humour for the purpose of manipulating, ridiculing, or criticizing others.
- It can be used to belittle, victimize and cause others some type of disparagement.
- It uses various mechanisms like teasing, sarcasm, ridicule, and potentially offensive forms of humour (racist or sexist).

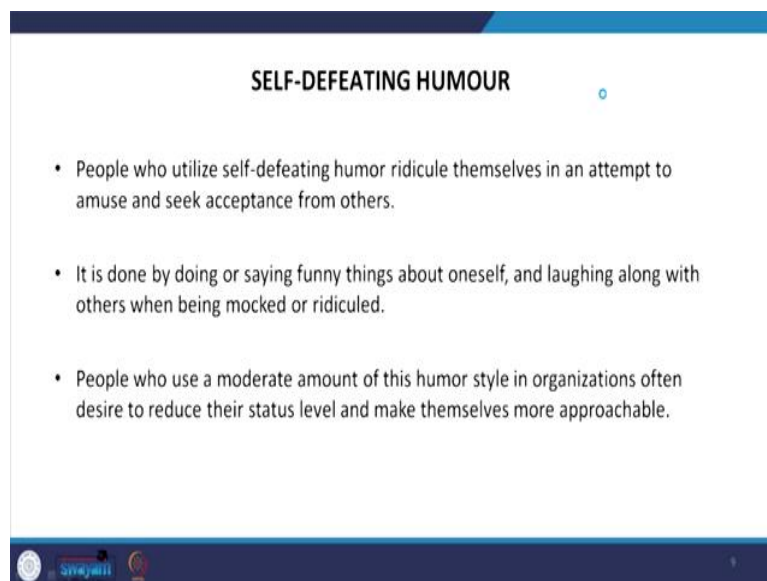
Aggressive humour, this is viewed as a means of enhancing the self at the expenses of others. So in this affiliative humour and self-enhancing humour their focus was, focus was to coping with stress to be positivity to make the moments lighter but when we are talking about the aggressive humour and if it is not properly control then it will lead to the insult. So therefore

it has to be very-very carefully we have to talk about the humour because but it should not be at the expenses of others.

It is a tendency to use humour for the purpose of manipulating, ridiculing or criticizing others. So therefore, criticizing others and other peoples laugh and that type of humour that will be called the aggressive humour is there. So naturally from the name itself is clear that is if we are using this type of the technique for the humour then that will be negative one. It can be used to be little victimized and cause others some type of the disparagement. So therefore, in that case actually we are victimizing somebody.

In aggressive humour when we are focusing somebody and then that is to at its cost and therefore what we are doing we are victimizing somebody and therefore naturally that situation and that will not that will be over stress that will not be stress free. It uses various mechanism like teasing, sarcasm, ridicule and potentially offensive forms of humour, racist or sexist and this type of behaviour is there, so therefore this will be the aggressive humour.

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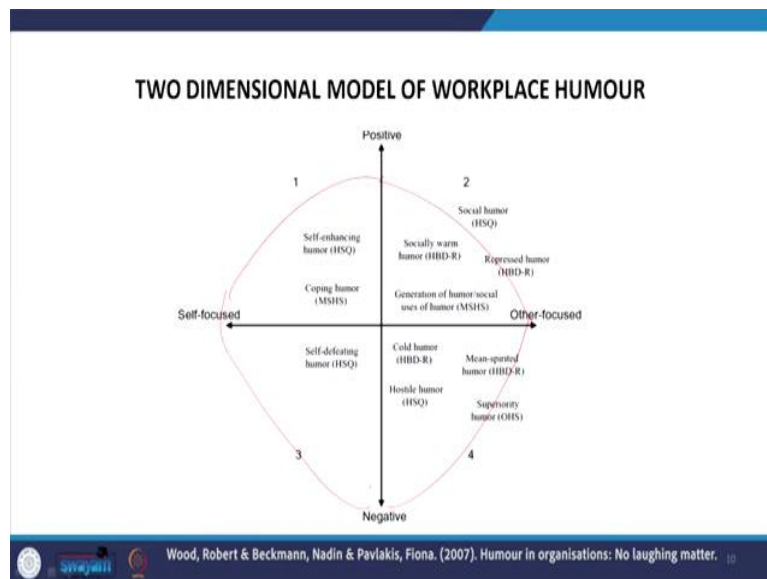


The another type of the humour is self-defeating humour, people who utilize self-defeating humour ridicule themselves in an attempt to amuse and seek acceptance from others. So when we are making the self-defeating humour because that we want to make the acceptance by others. So if the other person are not able to accept us, so therefore we cut the jokes which will be self-defeating and the person will that person will feel, that is yes we should I accept that particular personality.

It is done by doing a saying funny things about oneself, and laughing along with others when being mocked or ridiculed, and therefore in that case there is the making the other person's it is a self towards the self, so therefore making the oneself then definitely in that case laughing along with me then then this will be the mocked or ridiculed. People who use a moderate amount of this you must tell in organisations often desire to reduce their status level and make themselves more approachable.

So it is becoming the very style where they are normally what they do, they reduce their status level because they will if they will keep themselves at the high status and that structure and protocol then definitely that will not be self-defeating humour, for self-defeating humour the person maybe of higher position but he is making reducing their stress level by reducing the status level. And then making the more approachable and when he makes himself approachable then definitely that will be the self-defeating humour is there.

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Now here we will see the two dimensional model of the workplace humour. The one side is the self-focused other is the other focus is there and in x-axis we will find it is a self-focus and the other focus while in the y-axis which is the positive and negative. So first we will talk about self-focus that is self-focus and the positive. So in this cell we will find that is the it is the self-enhancing humour and that works here, because when self-enhancing humour is there, so therefore one project oneself and then it helps in coping humour and therefore this will be the helping the person to coming with the coping the humour and reducing the stress.

While when we talk about the other focused and positive and in this case it will be more towards the social humour. The social humour and then the socially warm humour will be that will be the technique that will be used and the generation of the humour or social uses of humour will be there, and here this will be the social humour and repressed humour that we will focusing towards the other. When we are talking about the other focused and negative, so naturally that that will be the hostile humour, in hostile humour you are focusing the others and that is too negatively.

So it is better that is the not to do this type of the humour because that may create more conflict and spoil the interpersonal relationship. So when you want to make the use of the humour at the workplace to maintain the self-enhancing or the affiliative then in that case we should avoid this hostile humour, the cold humour and the mean spirited are the superlative humour one should avoid, and therefore it will be like this the self-focus in then if negative is there then it will be the then in that case is it will be self-defeating.

So when we say that is whenever it is a positive, then the in the positive we are always talking about the self-enhancing humour is there. So self-enhancing humour that will help in individual to develop himself.

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HUMOUR USAGE AND PERSONALITY FACTORS

Table 13.1 Humor usage and personality factors

		Direction	
		Self	Other
Valence	Positive	<i>c.g. self-enhancing</i> ● Openness (+) ● Agreeableness (+) ● Agency ● Communion ● Self-esteem (+)	<i>c.g. affiliative</i> ● Openness (+) ● Agreeableness (+) ● Agency ● Communion ● Self-esteem (+)
	Negative	<i>c.g. self-defeating</i> ● Conscientiousness (-) ● Emotional stability (-) ● Agency ● Communion ● Security in attachment (-) ● Self-esteem (-)	<i>c.g. aggressive</i> ● Conscientiousness (-) ● Agreeableness (-) ● Agency ● Communion

Wood, Robert & Beckmann, Nadin & Pavlakis, Fiona. (2007). Humour in organisations: No laughing matter. 11

However, for the self-focus when there is negative then that definitely that will be self-defeating is there. So in this case the what we understand it that is the human uses an personality factors, either they are self or they are towards the others like in this previous slide also we have seen that this is about self and this is about the other focus is there. Then in

the openness and positive please be openness, have a openness towards their colleagues, agreeableness that is the yes have the agreeableness towards your colleagues specially, suppose, and subordinates too, so that you will be able to make these particular function in the more smooth way.

Then there will be the agency, agency will be working on this particular aspect that is the how, it depends that is whether it will be self-enhancing or not communion. So in communion we are talking about then definitely it is difficult to say that is what will be the impact is there, but the self-esteem is there and whenever we are talking about the self-esteem, the positive, self-humour then definitely it will be making self-esteem is to be higher.

But when this positive and others are there, so there will be the openness, there will be willingness will be there but agency and communion and difficult to say then affiliative and this self-esteem will be helping. In the negative humour agency and personality, factors we will find example self-defeating, consciousness and consciousness will be negative, so therefore that will be the self-defeating negative.

Emotional stability that will be again the negative will be there, agency communion it is neutral, security in attachment then definitely in the case of the negative self-negative direction security in attachment is negative and security in self-esteem that will also go to the negative. While humour uses an personality factors when we talk about the negative and towards others, so then it will be consciousness so here also it will be negative, and agreeableness will be also negative because that is sort of teasing to others and agency and communion that will not be making any difference.

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RESEARCH PAPER

Paper Name : Changing Definitions of Work and Play: Importance of Workplace Humour,

Journal: National Academy of Psychology (NAOP)

Authors : Hima Elizabeth, Mathew V. Vijayalakshmi (2017).

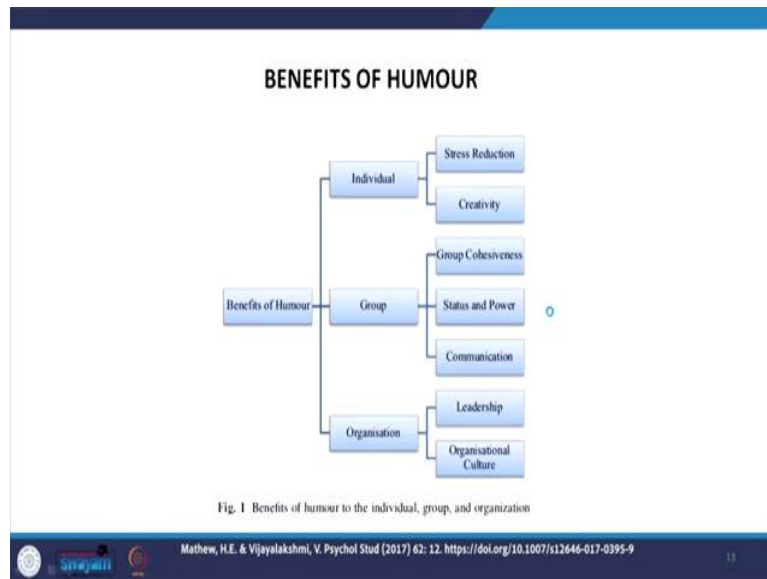
Introduction : World famous actor-comedian Charlie Chaplin once said that "A day without laughter is a day wasted". But try applying the same quote in our work place, with fluctuating markets, unending competition and impossible deadlines; we may find more wasted days than the rest. All of us know what it feels to experience humour, but most of us think twice before having a hearty laugh at our workplace. What is the barrier which stops us from sharing humour at work? This paper attempts to answer this question and aims to understand the concept of humour at workplace and its importance in today's context.

Now, here I would like to mention one research paper, that is a changing definitions of work and play importance of the work place humour, journal is National Academy of Psychology and authors are the Hima Elizabeth, Mathew.V. Vijayalakshmi in 2017. In this particular paper talks about the world famous actor comedian Charlie Chaplin once said that, "A day without laughter is a day wasted" but try applying the same quote in our workplace with fluctuating markets, un-ending competition an impossible deadlines you may find more wasted days than the rest.

So therefore in that case because of the this such a challenging task in the market and tough competition is there, so and we have to meet deadlines. So, therefore it will become difficult that is the to find the day with laugh, so therefore, there will be many days without laughter and therefore very few days will be that will be used in that sense. All of us know that what it feels to experience humour but most of us think twice before the having a hearty laugh at our workplace.

So therefore in that case whenever we are at the whenever we are at the workplace and then we have we and if somebody is commenting something we will be very cautious. We will not give a natural reaction of laughing, so therefore in that case it becomes a very-very tough day at the workplace. This paper has attempted to answer this question and aims that is a what is the barrier which stops us from sharing humour at work place and aims to understand the concept of humour at workplace needs importance in today's context.

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So, here we will see the benefit of benefits of humour and benefits of humour it is at the individual level, group level, and organisational level and in individual level it will be stress reduction, definitely whenever we are having the fun or we are having a lighter moments and at the workplace then our stress will be reduced, so it will be stress reduction will be there. And whenever we are having the humour to crack the humour and to understand the humour in both the ways the creativity is required and a person will only enjoy the humour when he is able to cope up that particular stress.

In case of the group is concerned, in the group the group cohesiveness, because we know that is whenever there is a group is form, so before performing the final forming the group there will be storming session, storming performing and adjourning. So here I will start the group stages that is a forming, storming, norming, performing and adjourning, this is the group is there. So when we talk about the group cohesiveness, so naturally the group cohesiveness that develops then at the time of the performance and then when you are what it is based on the norms and then performance is there.

So if we are having the group behaviour then definitely in that case we have to go for this forming the norms and the developing the norms for the group activity. So therefore there cannot be negative side of the humour. So once you know what are the norms are there and we have to follow those norms then in that case it will be the norming stage will be there, and similarly there will be the performance will be there. The performance will be possible only when you are norms are developed, once your norms are developed then definitely all will try to work together within that framework and then norms will be developed.

Then also in the group because in the group it comes the status and power because naturally the one of the group member that has to become the leader and rest will be members. So this status and power relationship between the leader and member that will be the always question, so when the leader is having the good sense of humour and the members are also having the no hierarchy distance informally they are closed to the leader then definitely there is nothing like a difference of the status and power and when there is more informal relationship then there will be a good sense of humour will be there.

Communication, because the good sense of humour is there and therefore the relationship between the superior subordinate that will be good, when we talk about the benefits of humour for the organisation, then the first is coming that is about the leadership. So leadership, leader here I mention leader has to communicate with the members and in that case if leader wants to go for this particular type of the leadership then definitely this relationship of leader members, that will be developed, right? In the organisation and in a strong way.

So therefore it will be plus and if it is plus then you will be able to derive the benefit of the humour. So, this in the organisation whenever we talk about the relationship between the leadership and subordinate then both should have a very strong relationship, one should have that is the sense of humour and when they are having the sense of humour they will be able to manage the good relationship with the members.

Another very very important aspect is organisation, that is how is the culture in the organisation, if the organisation is having the informal relationship at the work place having the sense of humour, laughing and laughter is the culture, so therefore in that case the employees will be more free, less stress will be there and they will be having the high level of jokes and therefore better interaction and the organisation will be benefited.

So whenever we are talking about the benefits of the organisation, in the benefits of the organisation for by the humour it will become very-very important, that is the humour is used at the individual level also between the superior subordinates and also with the group and then with the organisations.

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STRESS REDUCTION

- Humour makes people feel that they are not afraid of the difficulty facing them; without fear they feel a greater sense of control, which in turn decreases stress.
- While joking about a stressful situation, the individual develops a sense of control and domination over it, thereby overcoming stress and anxiety.
- Studies have shown humour may reduce burnout by helping employees deal with problematic situations, reduce tension, regain perspective on their jobs, and facilitate a positive reinterpretation of events.
- Bentley (1991) argued that, through the use of humour one cannot deny a stressful situation, but can provide for a balancing or stabilizing event and hence reducing stress.

So in the stress reduction humour makes people feel that they are not afraid of the difficulty facing them, without fear they feel greater sense of control which in turn decreases stress. While joking about a stressful situation the individual develops the sense of control and administration over, it thereby overcoming stresses and anxiety. So therefore, many times it is joking about a situation individual and the sense of control domination is over it.

Studies have shown humour may reduce one out by helping employees deal with the problematic situations and reduce tension, regain perspective on their jobs and facilitate a positive reinterpretation of the events are there. In Bentley, argued that, through the use of humour one cannot deny a stressful situation. So naturally at the work place there are so many stress for maintaining the resources and therefore as a result of which there is a requirement to cope up with the stress, but can provide for a balancing stabilizing event and hence reducing the stress. And therefore this sense of humour that will be reducing the stress.

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CREATIVITY

- Humor promotes openness to new ideas by relaxing people and making them less likely to criticize mistakes or new ideas. This leads to risk taking, which is the basis of creative thinking.
- Individuals in a humorous environment are more likely to engage in creative problem solving. In fact, research indicates that exposure to humor has a positive effect on creative problem solving.
- Affiliative humor can be used to develop an open work environment in which ideas can be freely expressed and to communicate norms that support creativity.
- Self-enhancing humor can accomplish this same goal by making light of failures related to new ideas.



Creativity, humour promotes openness to new ideas by relaxing people and making them less likely to criticize mistakes or new ideas. This leads to a risk taking which is the basis the creative thinking and therefore in that case we have to lead to the lesson risk taking on the basis of the creative thinking is important. Individuals in a humour environment are more likely to engage in creative problem solving. In fact research indicates, this is very very important that is the creative problem solving, in fact research indicates that exposure to humour has a positive effect on creative problem solving is there.

So whenever there is a humour, so there will be positive way to a problem solving. Affiliative humour can be used to develop an open work environment in which ideas can be freely expressed and to communicate norms that support creativity. So it will be the self-enhancing humour can accomplish this same goal by making light of the value as related to the new ideas and therefore if we are in the self-enhancing humour towards self and positive, that is self-enhancing humour can accomplish the same goal by making light of failures related to the new ideas and this later failures of the new ideas that can be done with the help of sense of humour.

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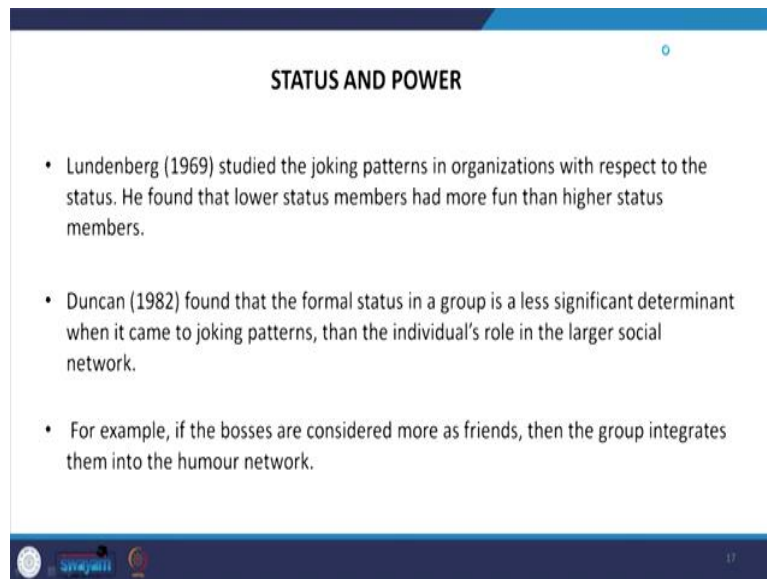
GROUP COHESIVENESS

- Group cohesiveness can be enhanced through positive reinforcement within a group and the reduction of external threats.
- Individuals who feel the threat of external competition could use aggressive humor by making jokes about their competitors.
- Internal forces, such as new member initiation, can take the form of mild aggressive humor.
- Affiliative humor can increase group cohesiveness by associating positive emotions, generated by humor, with group membership.
- Self-enhancing humor at the group level can be employed to enhance the group members' perception of the group and create an emotional connection to it.

Group cohesion is also we can increase through the enhance, through the positive reinforcement within a group and reduction of external threats. Individual who feel the threat of external competition could use aggressive humour by making jokes about their competitors and therefore in that case whenever you are making the jokes about your competitors then that will become a fun. Internal forces such as new member initiation can take the form of mild aggressive humour, so it becomes important that is this is new member initiation can be taken and then the form of the mild aggressive humour is always there.

Affiliative humour can increase group cohesiveness by associating positive emotions generated by humour with group membership and therefore naturally whatever the affiliative humour is there, affiliative humour is that was the first step of the humour and dimensions of the humour at workplace and therefore when we are making this relationship that is the positive and self-enhancing. So therefore in that case it will increase the group memberships and self-enhancing at a group level can be employed to enhance the group members perception of the group and therefore if anybody is having misperception about a group then that can be minimised, and can create an emotional connection to it.

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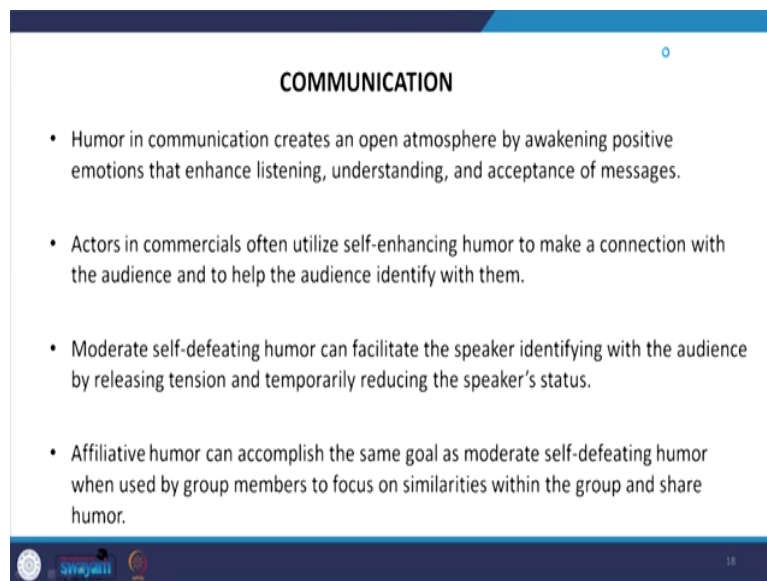
STATUS AND POWER

- Lundenberg (1969) studied the joking patterns in organizations with respect to the status. He found that lower status members had more fun than higher status members.
- Duncan (1982) found that the formal status in a group is a less significant determinant when it came to joking patterns, than the individual's role in the larger social network.
- For example, if the bosses are considered more as friends, then the group integrates them into the humour network.

In case of status and power the joking patterns in organisations with respect to the status, he found that lower status members had more fun than higher status members. So therefore, in one studies it has been found that is those who are the low level executives they enjoy more the humour at workplace that the former status in a group is less significant determine when it came to a joking pattern then the individuals role in the largest society network.

And therefore it becomes very-very important that is your role that become important whenever you are having a significant determinants. If the bosses are considered more as friends then the group integrates them into the humour network. So therefore many times many bosses they try to get incorporated with this on the group of group members and a result of which you will find that that is becoming the part of the humour.

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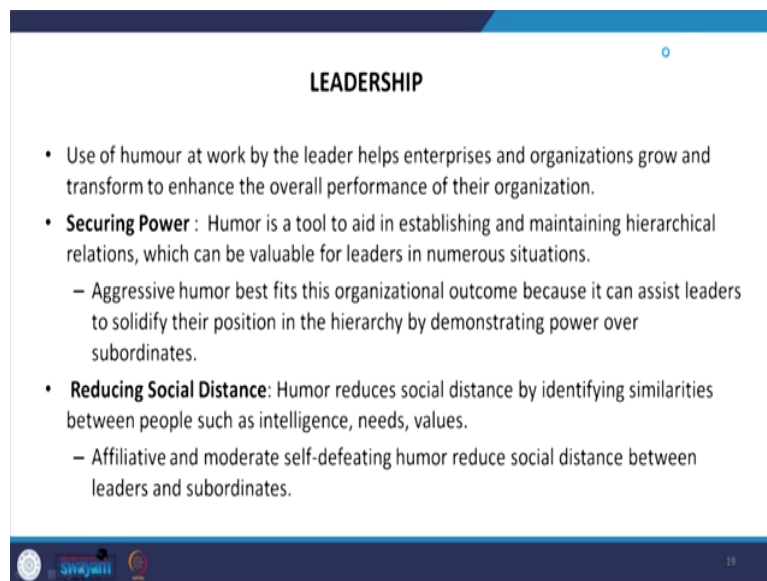
COMMUNICATION

- Humor in communication creates an open atmosphere by awakening positive emotions that enhance listening, understanding, and acceptance of messages.
- Actors in commercials often utilize self-enhancing humor to make a connection with the audience and to help the audience identify with them.
- Moderate self-defeating humor can facilitate the speaker identifying with the audience by releasing tension and temporarily reducing the speaker's status.
- Affiliative humor can accomplish the same goal as moderate self-defeating humor when used by group members to focus on similarities within the group and share humor.

Humour in communication creates an open atmosphere by awakening positive emotions that enhance listening, understanding and acceptance of messages. So therefore it is always making the people aware about the positive emotions, and when there are positive emotions they will have the enhance listening and understanding and acceptance. So therefore an environment is created which will be having more connection with the audience and to help the audience identified with them. Moderate self-defeating human can facilitate the speaker identifying with the audience while releasing tension and temporary reducing the speaker status.

So whenever the speaker is there and he have a good sense of humour, so then definitely the one person can have the enjoy the speech also. Affiliative humour can accomplish the same goal as moderate self-defeating humour when used by the group members to focus on similarities within the group and share humour.

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LEADERSHIP

- Use of humour at work by the leader helps enterprises and organizations grow and transform to enhance the overall performance of their organization.
- **Securing Power** : Humor is a tool to aid in establishing and maintaining hierarchical relations, which can be valuable for leaders in numerous situations.
 - Aggressive humor best fits this organizational outcome because it can assist leaders to solidify their position in the hierarchy by demonstrating power over subordinates.
- **Reducing Social Distance**: Humor reduces social distance by identifying similarities between people such as intelligence, needs, values.
 - Affiliative and moderate self-defeating humor reduce social distance between leaders and subordinates.

So any affiliative humour accomplish when they are talking about self-relationship, so finally I would like to talk about the leadership and the use of humour at work by the leader helps enterprise and organisations grow and transform to enhance the overall performance and basically for what, that is the securing power and reducing social distance because whenever leader is in the hierarchy position in this gap, this gap we can fill with the help of the reducing social distance and then in that when you are reducing the social distance so you can be the effective leader.

So aggressive humour best fits this organisational outcome because it can assist leaders to solidify their positions in the hierarchy by demonstrating power over subordinates. So many times the people if it is a positive affiliative and the positive is there, so then the cohesiveness will develop but if it is in towards others and negative then definitely it was created distance. So leader at workplace should have the sense of humour but that should be positive and towards the self and not towards the others.

So finally, I will conclude like this, that is the whenever we are talking about this leadership moments and in the leadership moments when we talk about that is the how the securing power and reducing social distance that is the one can make the effective leadership, and to make the effective leadership the we have to have more positive and cohesiveness and affiliation dimensions or dominating in humour at the workplace but we should avoid the

negative and focusing others because whenever we are focusing on other and the negative humour is there, then it will spoiling the relationship.

So therefore if you want to develop the relationship at the workplace, so always try to be the positive and always have towards the self and never towards the others and negative, I am sure that is if you follow the norms and when we can make the workplace very lighter and more effective, thank you.