



รายงานการวิจัยเรื่อง

อิทธิพลของลักษณะทางประชากรศาสตร์และดัชนีมวลกายต่อรูปแบบอารมณ์ขันและพฤติกรรมการทำงานที่มุ่งนวัตกรรมของพนักงานในบริษัทที่จดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย

Impact of Demographics and Body Mass Index (BMI) on Humor Styles and Employees' Innovative Work Behaviors in Corporations listed in Stock Exchange of Thailand

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Abstract

Numerous studies on the use of humor in the workplace have long been investigated in the past decades. Managerial humor is viewed as the critical factor for a manager to alter the working environment leading to creativity and innovation. To encourage organizational innovation, innovative behavior is a major driving force. The exploration of the relationship between humor styles and innovative behavior in Thai context has been underdeveloped and needs to be extended to examine the differences of these factors compared to other cultures. Therefore, this current study aimed to examine the relationship between managerial humor and innovative behavior of managers in real estate firms listed in Stock Exchange of Thailand. Data were gathered by using stratified random sampling technique. Questionnaires were used as the instrument for data collection. Data were collected from managers in all levels during June-August 2017. The findings showed that managers preferred to majorly use self-enhancing humor styles rather than other humor styles. For hypotheses testing, the results demonstrated that the four independent variables including affiliative, self-enhancing, aggressive, and self-defeating humor styles could explain 23% of variance to innovative behavior ($R^2 = .227$, $F(4, 79) = 5.446$, $p < .01$). This suggested that there were other factors that could explain innovative behavior of managers that had not been incorporated in this current study. In addition, the findings indicated that affiliative humor style had a significantly positive effect on innovative behavior of managers in real estate firms ($\beta = .280$, $p < .008$), as did self-enhancing humor style ($\beta = .279$, $p < .011$).

Keywords: Humor styles, Innovative Work Behaviors, Real Estate Firms

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Chapter 1

Introduction

1.1 Introduction

To cope with rapidly changing environment and gain a competitive advantage, organizations need to do something differently. Innovation is being perceived as a major driving force that distinguishes successful and unsuccessful companies and enhances an opportunity for survival. Some empirical evidences indicated that innovation tied directly to organizational performance (Prajogo, 2006; Atalay, Anafarta, & Sarvan, 2013). Previous research indicated that more innovative organizations have tendency to grow faster than non-innovative companies (Mutlu, 2014). To boost innovation, organizations need to increase the level of creative and innovative thinking atmosphere and require creative and innovative employees to do this job. In particular, innovative work behavior of employees (e.g. developing, adopting, and implementing new ideas, products, processes, and procedures) is a vital key that enables an organization to create innovation that can outperform its rivals in the highly competitive environment. In the past decades, innovative behavior has become increasingly important and been placed an emphasis on the previous research since innovation is initiated as a consequence of employee productivity (Chang & Liu, 2008; Yuan & Woodman, 2010). Innovative work

behavior goes beyond the ability of employees to generate new and useful ideas but it also includes the implementation of ideas to create value and impact for the organization (King & Anderson, 2002).

To increase innovative behavior, organizations need to understand what influential factors that play a critical role in developing employees' creativity and innovative thinking. Past research has been investigated antecedent factors that enhanced innovative behavior of employees such as psychological aspects, organizational commitment leadership, organizational supportiveness, team climate inventory, and work characteristics (Yuan & Woodman, 2010; Li & Zheng, 2014; Kabasheva et al., 2015; Chatchawan et al., 2017). Yet, previous research also showed that employees who have a sense of humor during their work can enhance productivity and innovation in the workplace (Romero & Cruthirds, 2006). Thus, numerous studies attempted to place their focus on the relationship between humor styles and innovative work behavior, and found both significantly positive and negative effects of some humor styles on employee's innovative behavior (Tang, 2008; Kuiper & McHale, 2009; Ho et al., 2011; Amjed & Timzi, 2016). However, some studies stated that cultural differences can have an impact on the expression of humor styles, and suggested the focus on investigating cross-cultural comparison between distinctive industries or countries (Amjed & Timzi, 2016).

1.2 Significance of Problem

Numerous studies on the use of humor in the workplace have long been investigated in the past decades. In particular, various studies attempted to focus on the use of humor by managers that leads to the positive consequences for the organization such as increased job satisfaction, reduced workplace stress and conflict, maximized productivity, and improved creative working atmosphere (Romero & Cruthirds, 2006; Lyttle, 2007; Smith, & Khojastech, 2014; Robert, Dunne, & Iun, 2015). Decker (1989) found the significant relationship between managerial humor and subordinate satisfaction. The more employees scored their supervisor high on using sense of humor, the higher rates were reported on their job satisfaction. Rizzo, Wanzer, and Booth-Butterfield (1999) also examined that managers with high sense of humor were rated as more fond and more effective in their positions. However, humor is two-edged. If used improperly, humor can lead to negative outcomes for managers and organizations (Malone, 1980). People with different personalities and backgrounds might perceive and construe humor in the different meaning as some humors come with connotation, thus humor needs to be used with carefulness (Markey, Suzuki, Mario, 2014). Anderson (2005) argued that if managers realized when and how to use humor in the right proportions, a sense of humor can be a powerful management tool. In the light of this, managerial humor is viewed as the critical factor for a manager to alter the working environment leading to creativity and innovation. To encourage organizational

innovation, innovative behavior is a major driving force. Individuals with high innovative behavior are able to develop, adopt, and implement new ideas, products, processes, and procedures in order to make the differences.

Effective humor depends on the understanding of how, when and whom to be used. If managers use humor with the right proportions, it provides not only benefits for the employees and organizations, but also managers in return as well. Nevertheless, Martin et al. (2003) proposed multi-dimensional conceptualization of humor in which humor can be separated into four distinctive styles. *Affiliative humor* refers to the use of humor to reduce the mutual distance between two parties and to develop social connection with other people. *Self-enhancing humor* refers to those who use humor to view their life when facing with stress or inevitable situations. *Aggressive humor* refers to the use of humor to make fun on the cost of others in which those untasteful humors can hurt others' feelings. *Self-defeating humor* refers to the use of humor to get admittance from others by being detrimental to the self.

Many studies explored the linkage between humor and creativity and innovation (Tang, 2008; Ho et al., 2011; Pundt, 2015; Amjed & Tirmzi, 2016; Hurmelinna-Laukkanen, Atta-Owusu, & Oikarinen, 2016; Promsri, 2017). Interestingly, these studies found that the use of managerial humor not only had a positive impact on innovative behavior, but also a negative effect depending on different contexts, cultures, and settings. Thus, to expand more understanding about the association between managerial humor usage and

innovative behavior related to the dissimilar contexts, they suggested conducting further studies in the different settings.

In a highly turbulent competition, the real estate segment in Thailand has confronted numerous uncertainties influenced by political forces, economic forces, sociocultural forces, and technological forces. Various signals (e.g. increase in cost of operation, sales revenue, return rates and net profit) indicated the needs for adaptation and innovation enhancement. Even though a lot of studies attempted to search for ways to strengthen the performance of companies in this sector, the use of humor by managers that is associated with innovative behavior has been overlooked. Therefore, it is quite interesting to scrutinize the relationship between humor usages of managers and innovative behavior in real estate sector.

Based on the literature review, the focus on humor in the workplace in Thai context has been ignored. The suggestions of using humor in the organization can be found on Aurjiraponpan's article (1998) in which humor was proposed to use as a tool in nursing management. Moreover, no or little empirical evidences relating to the use of humor in the workplace have been investigated. Promsri (2017) also pointed out that the exploration of the relationship between humor styles and innovative behavior in Thai context has been underdeveloped and needs to be extended to examine the differences of these factors compared to other cultures. Specifically, the focus on the managerial humor and innovative behavior is somewhat new in Thai context,

and can fruitfully enhance the body of knowledge in the management field. Hence, this study aimed to explore the relationship between managerial humor based on the four humor styles proposed by Martin et al. (2003) and innovative behavior of managers based on the work of De Jong and Den Hartog (2008). In addition, this study tended to focus on two real estate firms listed in Stock Exchange of Thailand because of their market capitalization and accessibility for data collection.

1.3 Objectives of the Study

- 1) This study aimed to compare the differences of humor styles and innovative work behavior of Thai managers in listed firms according to gender, age, and Body Mass Index (BMI).
- 2) This study aimed to explore the relationship between humor styles and innovative work behavior of Thai managers in listed firms.

1.4 Scope of the Study

This study focused on humor styles and innovative behavior of managers who worked in two real estate firms that listed in the Stock Exchange of Thailand. Data were gathered by using stratified random sampling technique. Questionnaires were used as the instrument for data collection. Data were collected from managers in all levels during June-August 2017.

Chapter 2

Literature Review

2.1 Basic Concepts of Humor

In western society, humor was firstly viewed as negative personality, and finally perceived as positive behaviors (Ho et al., 2011). Past studies attempted to explore the effect of humor on psychological and physical factors with the notion that sense of humor can have a positive effect on people life, especially psychological well-being and health benefits. For example, Abel (2002) found that people with a high sense of humor reported less stress and anxiety than those who had a low sense of humor. Herzog and Strevey (2008) also found that humor appreciate was a predictor for emotional well-being. However, the longitudinal study of Friedman et al. (1993) found that children with a high sense of humor were more likely to have unhealthy habits such as smoking or drinking alcohol when they grew up, and prematurely died as compared to those who had less sense of humor. These findings implied that those who had a high sense of humor may generally have less serious outlook on unhealthy and risky behaviors, and ultimately involved with those harmful behaviors. The contradictory results of previous research challenged the notion of humor. In the light of this fact, Martin et al. (2003) developed the structure for humor styles, which encompassed four different humor styles that were established on the

combination of two facets “to oneself or to others” and “beneficial or detrimental” to measure individual humor styles based on the HSQ scale. Four different humor styles were introduced and could be roughly divided as positive and negative humor behaviors as follows: *1) Affiliative humor* perceived as a positive humor style demonstrates concern and care about other people. People who use this style in the organization attempt to diminish the outlandish feeling and lessen the distance between mutual parties in order to bring a positive atmosphere. *2) Self-enhancing humor* viewed as a positive humor style refers to the hilarious perception on oneself. People who use this style try to maintain their positive attitude when dealing with stress and anxiety. *3) Self-defeating humor* is perceived as a negative humor style. People who use this style tend to make jokes about their inferiority or negative stories to impress the others. And, *4) Aggressive humor* is viewed as a negative humor which can hurt others’ feelings. People who use this humor style try to focus on their superiority over the others when they make fun. The speaker is satisfied when he/she sees others’ suffering according to their jeer, sneer, and irony.

2.1.1 Gender and Humor

Liu (2012) pointed out that males had a tendency to view themselves having higher amount of humor usage than females. As women need to behave properly, men are more likely to joke around, tease, and share funny stories than women. The study of Martin et al. (2003) found that males scored higher in four different humor styles than females. Furthermore, their study revealed that

males were more likely to use aggressive humor and self-defeating humor than females. These findings confirmed the previous findings of Martin and Kuiper (1999) in which men were generally more engaged to negative humor styles than females. In addition, the recent study of Tümkaya (2011) also supported that males were reported to have a higher score than females on aggressive and self-defeating humors. However, Martin et al. (2003) suggested conducting the study on gender differences in the use of humor in the distinctive contexts to explore whether there would be any dissimilar findings between cultures. As a research on gender differences in the use of humor style in Thailand is scant, the exploration of this area deemed very interesting and could beneficially enhance the knowledge in this field.

2.1.2 Age and Humor

Martin et al. (2003) found the differences between age and humor styles. The younger people were more likely to score higher on affiliative humor than the elders. In addition, they also found that the elder females were more likely to score higher on self-enhancing humor than the younger females. In contrast, the elder males were reported to have lower score than the younger ones. For aggressive humor, their study revealed that the younger ones were reported to use this style more than the elder ones. However, no significant differences between two generations on the use of self-defeating humor style were found. They also suggested that as the findings of this study were based on samples in a western culture, the study of individual differences in different contexts

should be conducted. Thus, the examination of age differences in the use of humor by managers in real estate firms in Thailand deemed very interesting.

2.1.3 Body Mass Index (BMI) and Humor

BMI is an individual's weight in kilograms divided by a person's height in meters to check whether the figure of an individual is underweight, normal, overweight, or fat. The major reason to check an individual's BMI is to assess the tendency of physical health risk. For example, an overweighed person might be at risks of high blood pressure, diabetes, and cardiovascular diseases. On the other hand, an underweighted person might be at risk of quick infections as the poor physical efficiency to immunize. Even though past studies had found the relationship between humor and physical and psychological factors, there were little evidences focusing on the association between BMI and humor. For example, Kerkkänen et al. (2004) investigated correlations between sense of humor, physical health, and well-being of Finish polices and found the relationships between sense of humor, greater body mass, increased smoking, and greater risk of cardiovascular disease. However, Kasow (2012) indicated that sense of humor and laughter were associated with good physical health such as decreased high blood pressure, reduced stress, and improved memory. As physical health can be assessed by BMI, this present study therefore was interested in examining the relationship between sense of humor and BMI of Thai managers in real estate firms.

2.2 Innovative Work Behavior

Innovative work behavior can be described as the action of employees to initiate, develop, adopt, and implement new ideas in the organization for the benefits of increasing individual performance and organizational effectiveness and fulfilling the needs of customers (Li & Zheng, 2014). Innovative work behavior has been influenced by the four key factors including opportunity exploration, idea generation, championing, and application (Chatchawan et al., 2017). Hartman (2006) stated that motivation was a major force that encouraged employees to develop and apply innovative ideas and behaviors in the workplace.

2.3 Humor Styles

Although humor is apparently viewed as a positive manner that can bring satisfaction and happiness to individuals, humor is indisputably a complex behavior because individuals with different perspectives and backgrounds might interpret the use of humor in the different meanings and purposes (Markey, Suzuki, & Mario, 2014). As Malone (1980) stated that humor can be two-edged of sword, if the use of humor by individuals is carried out effectively, it provides the benefits for the organization, and can increase productivity and outcomes. On the other hand, if humor is not expressed properly, it can lead the organization to the negative consequences. In a highly complex environment, humor sometimes can be viewed as an inappropriate behavior (Alatalo,

Oikarinen, & Poutiainen, 2016). Yet, previous research discovered the impact of humor on organizational and employee performance (Vecchio, Justin, & Pearce, 2009; Javadi, Salehzadeh, & Poor, 2013; Ünal, 2014). In particular, some studies found that various styles of humor were differently associated with innovative behavior, creativity, and productivity (Tang, 2008; Cayirdag & Acar, 2010; Ho et al., 2011; Pundt, 2015; Amjed & Tirmzi, 2016; Hurmelinna-Laukkanen, Atta-Owusu, & Oikarinen, 2016; Promsri, 2017). According to these numerous findings, humor can have positive and negative influences on innovative behavior based on different groups, contexts, cultures, environments, and settings. Thus, this present study aimed to examine the relationship between humor styles and innovative behavior in the different groups, settings, and cultures by focusing on Thai executives who presently worked at chosen real estate companies listed in Stock Exchange of Thailand.

Humor is originally perceived as a positive behavior that can enhance physical and psychological well-being (Cann, Sitwell, & Taku, 2010); however, some types of humor might have a negative effect on social interactions and relationships (Liang, 2014). Martin et al. (2003) proposed that humor styles of individuals are based on two dimensions – enhance the self and enhance relationship with others and benign/benevolent and detrimental/injurious. The combination of these two dimensions constructs the four different styles of humor, which are self-enhancing, affiliative, self-defeating, and aggressive. If individuals attempt to use humor to enhance the self, this refers to *self-*

enhancing humor style whereas individuals who use humor to enhance one's relationships with others, this refers to *affiliative humor style*. On the other hand, if humor is used to increase the relationships with others by being detrimental to the self, this refers to *self-defeating humor style* while *aggressive humor style* refers to the use of humor that attempts to satisfy the self at the cost of others. These four humor styles have been widely used to measure the expression of humor of individuals in numerous studies through the instrument called HSQ.

2.4 Relationship between Humor Styles and Innovative Work Behavior

As mentioned previously, humor is perceived as “double-edged” that can have either positive or negative impact on individuals, groups, and organizations depending on how and when it is used. However, a recent research indicated that individuals who use a sense of humor during their work can maximize innovations and outcomes in the organization (Romero & Cruthirds, 2006). Various studies also found the similar relationships like the previous ones. For example, Tang (2008) investigated the relationship between use of humor by leaders and innovative behavior of Taiwanese employees who worked at R&D department in various manufacturing firms. A total of 775 survey questionnaires were distributed to employees in fifty companies that had at least 10 employees worked in R&D department. Only 239 completed questionnaires were returned for data analysis. Internal consistency, composite reliability and convergent validity were conducted to ensure reliability and

validity of the scale measurement. Hierarchical regression analyses were performed to test research hypotheses. The results demonstrated that leaders' use of humor had a significantly positive impact on employee innovative behavior. This was supported by the findings of a recent research conducted by Pundt (2015) who explored the relationship between humorous leadership and innovative behavior of employees and moderator effects of creative requirement and perceived innovation climate. German participants in different organizations in Germany were gathered by using the questionnaire. The major findings found that the more frequently leaders used humor in the workplace; the more likely employees were innovative. However, this study investigated only positive humor of leaders and focused on the perception of employees toward the humorous leadership. Thus, the researcher suggested that the different humor styles should be studied in the future research. Unlike the previous studies, Promsri (2017) attempted to focus on the correlation between the use of humor and innovative work behavior of Thai commercial bank employees. A total of 166 employees was participated in data collection by using a 5-point scale of humor style questionnaire and innovative work behavior questionnaire as the instruments. Results of this study demonstrated that only self-enhancing humor style had a positive influence on innovative work behavior of employees.

Ho et al. (2011) examined the effect of leaders' humor styles on the innovative behavior and leadership effectiveness. They collected data from

Taiwan's corporate leaders by using a 6-point scale of humor style questionnaire, innovative behavior questionnaire, and leadership effectiveness questionnaire. The internal consistency of these scales was reported indicating the acceptable scores of Cronbach's Alpha coefficients. The results exhibited that only two humor styles had significant influences on innovative behavior of Taiwan's leaders. These two humor styles were self-enhancing humor style and aggressive humor style. The findings reported that self-enhancing humor style had a significantly positive influence on innovative behavior whereas aggressive humor style had a significantly negative effect on innovative behavior of corporate leaders. Hurmelinna-Laukkanen, Atta-Owusu, and Oikarinen (2016) also found that the different styles of humor could have both positive and negative effects on innovative behavior and innovation productivity of individuals. According to their findings, affiliative, coping, and reframing types of humor were positively connected to innovative behavior whereas aggressive humor had a negative relationship with innovative behavior. This study was consistent with the findings of Amjed and Tirmzi (2016) who found the relationship between software employees' humor styles and creativity. This study confirmed that the use of humor had both positive and negative effects on employees' creativity. They reported that affiliative humor and self-enhancing humor styles had significantly positive effects on creativity whereas self-defeating humor style had a significantly negative influence on

employees' creativity. Nevertheless, this study did not find the effect of aggressive humor style on creativity.

Numerous studies attempted to examine the relationship between managerial humor and innovative behavior, but most of these studies mainly focused on the perspectives of employees on assessing the use of humor by leaders. For instance, Tang (2008) studied the relationship between use of humor by leaders and innovative behavior of Taiwanese employees. After sending questionnaires to more than 700 employees in various manufacturing companies, only 239 respondents agreed to participate in this study by returning completed questionnaires to the researcher. This study developed its own instruments to measure humorous leadership. Thus, the findings cannot be utilized for discussion in similar studies, which humor style questionnaire of Martin et al. (2003) was widely used as the scale of measurement. Results of regression analyses showed that leaders' use of humor had a significantly positive effect on employee innovative behavior. A similar study conducted by Ho et al. (2011) who gathered data from Taiwan's corporate leaders revealed that self-enhancing humor style had a significantly positive effect on innovative behavior whereas aggressive humor style had a significantly negative impact on innovative behavior of corporate leaders. Recently, Pundt (2015) also found the relationship between humorous leadership and innovative behavior of German employees. Findings indicated that innovative behavior of employees was more

likely to increase depending on the frequency of the humor used by leaders. Yet, this study limited its investigation only on positive humor.

Additionally, Atta-Owusu (2016) examined the effect of the four types of humor including affiliative, aggressive, coping, and reframing humors used by employees in their interaction with in-group and external group colleagues on innovative behavior and performance. Data were gathered from employees in 9 Finnish organizations by using the modified version of humor style questionnaire developed by Martine et al. (2003) and innovative work behavior scale compiled by De Jong and Den Hartog (2010). Factor analysis and reliability assessment were conducted to guarantee the quality of the instruments, which showed the factor loading above 0.5 and alpha scores of 0.61-0.86. After conducting survey in the fall of 2015, eighty-eight questionnaires were returned with completion. Correlation and hierarchical regression analyses were performed for data analysis and research hypotheses testing. The findings indicated that employees who used affiliative humor with both groups of employees had a positive association with innovative behavior whereas the use of aggressive humor had no significant effect on innovative behavior of the in-group employees, but had a significantly negative influence on innovative behavior of the external group employees. On the other hand, this study found no significant effects of coping and reframing humors on innovative work behavior of both groups. Recent research of Hurmelinna-Laukkanen, Atta-Owusu, and Oikarinen (2016) also found that affiliative,

coping, and reframing types of humor had positive associations with innovative behavior while aggressive humor were negatively correlated to innovative behavior. Amjed and Tirmzi (2016) discovered the similar findings in their study in which the relationship between employees' humor styles and creativity was found. Affiliative humor and self-enhancing humor styles were reported significantly positive influences on creativity whereas self-defeating humor style had a significantly negative effect on employees' creativity. In addition, Promsri (2017) scrutinized the effect of humor styles used by employees on their innovative work behavior. Participants were collected from 166 employees of a selected Thai commercial bank by using a modified version of humor style questionnaire (HSQ) and innovative work behavior (IWB) as the instruments for data collection. Multiple regression analysis with stepwise method was conducted to measure whether the use of four humor styles had a significant influence on innovative work behavior of employees. Results demonstrated that only self-enhancing humor had a significantly positive influence on innovative work behavior of employees. Other humor styles –affiliative, aggressive, and self-defeating humors- had no significant relationships with innovative work behavior.

Based on the findings of these related literatures, this current study comprehended that humor styles could have positive and negative effects on innovative behavior. Consequently, the research hypotheses were addressed as follows:

H1: There was a statistically significant positive effect of affiliative humor style on innovative behavior.

H2: There was a statistically significant positive effect of self-enhancing humor style on innovative behavior.

H3: There was a statistically significant negative effect of aggressive humor style on innovative behavior.

H4: There was a statistically significant negative effect of self-defeating humor style on innovative behavior.



Chapter 3

Methodology

This current study was an exploratory study. A total of 79 managers of two real estate companies listed in Stock Exchange of Thailand was participated for data collection process in this study. The instruments for data collection consisted of 32-item of humor style questionnaire initially created by Martin et al. (2003) and 10-item of innovative work behavior developed by De Jong and Den Hartog (2008). The researcher modified these two scales of measurement from a 7-point rating scales to a 5-point rating scale. Respondents were asked to rate each item of these scale to the extent in which they agreed or disagreed based on a 5-point scale (1 = strongly disagree; 5 = strongly agree). To ensure the quality of these instruments, content validity with index-objective congruence (IOC) method and reliability with Cronbach's Alpha test were conducted. The IOC score of each item was greater than 0.5, which exhibited the satisfactory validity of this scale. In addition, the alpha scores of 0.732 for humor style questionnaire scale, and 0.893 for innovative work behavior scale showed the strongly acceptable of these instruments (Hair et al., 2010).

Survey questionnaires were dispersed to managers in all levels of these two companies restricted to those who worked at the headquarters of these corporations only. Data were gathered during July-August 2017 by the assistance of students in MBA program of one specific government university

who presently worked as employees in these two firms. The completed questionnaires were returned to the researcher by the end of August 2017. All data were entered into the statistical analysis software for running the statistical analyses. Descriptive statistics included frequency, percentage, arithmetic mean, and standard deviation were calculated. To test research hypotheses, multiple regression analysis was used as an inferential statistic to predict the influence of the use of humor styles by managers on innovative behavior. Also, the basic assumptions for the suitability of using multiple regression analysis were checked strictly.



Chapter 4

Results

4.1 Descriptive Statistics

Amongst 79 managers of two real estate companies listed in Stock Exchange of Thailand who completed the questionnaires, 50.6% of these managers were male, and 49.41% of them were female managers. For their age, 41.8% of this group was between 31-40 years old following by aged between 41-50 years (32.9%), 20-30 years (20.3%), and 50 years up (5.1%), respectively. For their education, 60.7% of these executives received a bachelor's degree whereas 38% of them earned a master's degree. Only 1.3% informed that they obtained just a vocational degree. About their hierarchical level, 69.9% of this group was a first-line manager, 22.8% of them were a middle manager, and 7.6% of these people were a top manager. For their work experience, 39.2% of them had 5-10 years of work experience with their organizations, 29.1% had less than 5 year of work experience, 21.5% of this group had work experience between 11-15 years, and 10.1% of them had more than 15 years of work experience with their current companies. Table 1 exhibited that 'self-enhancing humor style' obtained the highest mean score among the four humor styles ($\bar{x} = 3.38$, S.D. = .463) following by 'affiliative humor style' ($\bar{x} = 3.34$, S.D. = .489), 'self-defeating humor style' ($\bar{x} = 3.05$, S.D. = .487), and 'aggressive humor style' ($\bar{x} = 2.89$, S.D. = .512), respectively.

For innovative behavior, the mean score was in the moderate level ($\bar{x} = 3.63$, S.D. = .634)

Table 1 Mean and Standard Deviation of Managers' Humor Styles and Innovative Behavior

Humor Styles	Mean	S.D.	Rank
Affiliative Humor Style	3.34	.489	2
Self-Enhancing Humor Style	3.38	.463	1
Aggressive Humor Style	2.89	.512	4
Self-Defeating Humor Style	3.05	.487	3
Innovative Behavior	3.63	.634	

4.2 Individual Differences in Humor Styles

Analysis of independent sample t-test demonstrated that male managers had a higher score on the use of self-defeating humor style than female managers ($t = 2.806$, $p = 0.007$).

Table 2 Independent Sample t-test between Humor Styles and Managers' Gender (n=79)

Humor Styles	Male (n=40)		Female (n=39)		t	Sig.
	Mean	S.D.	Mean	S.D.		
Affiliative	3.30	.456	3.38	.528	-.766	.446
Self-Enhancing	3.38	.411	3.38	.575	-.002	.999
Aggressive	2.96	.454	2.82	.561	1.297	.200
Self-Defeating	3.20	.340	2.90	.566	2.806	.007**

**Significant level at 0.01

A Kruskal-Wallis H test indicated that there was a statistically significant difference in self-enhancing humor between the different age groups, $\chi^2(3) = 8.731$, $p = .033$, with a mean rank age of 36.25 for 20-30 years, 37.82 for 31-40 years, 40.12 for 41-50 years, and 72.55 for 50 years up (Table 3). Next, Mann Whitney U test was conducted to compare differences between each pair of age groups. According to statistical analyses, it can be concluded that self-enhancing humor style in age group of 20-30 years was statistically significantly lower than the 50 years up group ($U = 2.50$, $p = .005$). In addition, self-enhancing humor style in age group of 31-40 years was statistically significantly lower than the group of 50 years up ($U = 10$, $p = .006$). Also, self-enhancing humor style in age group of 44-50 years was statistically significantly lower than the group of 50 years up ($U = 8.50$, $p = .008$).

Table 3 Comparison of Humor Styles among age groups using Kruskal-Wallis Test (n = 79)

Humor Styles	Age	N	Mean Rank	χ^2	df	Sig.
Affiliative Humor	20-30 years	16	39.19	1.006	3	.800
	31-40 years	33	37.52			
	41-50 years	26	43.40			
	50 years up	4	41.63			
Self-Enhancing Humor	20-30 years	16	36.25	8.731	3	.033*
	31-40 years	33	37.82			
	41-50 years	26	40.12			
	50 years up	4	72.25			
Aggressive Humor	20-30 years	16	38.75	2.319	3	.509
	31-40 years	33	42.02			
	41-50 years	26	40.69			
	50 years up	4	23.88			
Self-Defeating Humor	20-30 years	16	35.16	5.058	3	.168
	31-40 years	33	43.59			
	41-50 years	26	41.65			
	50 years up	4	19.00			

*Significant level at 0.05

According to Table 4, results of Kruskal-Wallis H test showed no statistically significant differences in all four humor styles between the different BMI groups as p-value of each humor style was greater than .05.

Table 4 Comparison of Humor Styles among BMI groups using Kruskal-Wallis Test (n = 79)

Humor Styles	BMI	N	Mean Rank	χ^2	df	Sig.
Affiliative Humor	Underweight	8	42.00	.206	3	.927
	Normal	37	40.73			
	Weight	29	38.64			
	Overweight	5	39.30			
	Fat Level 1					
Self-Enhancing Humor	Underweight	8	34.31	4.813	3	.186
	Normal	37	38.78			
	Weight	29	39.52			
	Overweight	5	60.90			
	Fat Level 1					
Aggressive Humor	Underweight	8	37.88	2.055	3	.516
	Normal	37	36.66			
	Weight	29	43.66			
	Overweight	5	46.90			
	Fat Level 1					
Self-Defeating Humor	Underweight	8	40.38	1.072	3	.784
	Normal	37	38.30			
	Weight	29	43.09			
	Overweight	5	34.10			
	Fat Level 1					

4.3 Hypothesis Testing

Prior to conducting multiple regression analysis, the basic assumptions to ensure appropriateness of using linear regression were performed cautiously. First, Shpiro-Wilk test was checked along with Q-Q plot to confirm the normal distribution. As Shpiro-Wilk test showed the p-value greater than .05 ($p = .095$) indicating that the sample of this study was normal shaped (Ghasemi & Zahediasl, 2012). The Durbin-Watson was calculated to check autocorrelation in regression data, the value of 1.916 could be assumed that there was no autocorrelation (Groebner, Shannon, & Fry, 2014). In addition, multicollinearity

was assessed by examining tolerance and VIF. The values of these indicators exhibited no violation in using multiple regression analysis. As all these assumptions were met, multiple regression analysis was calculated to measure if four humor styles significantly predicted innovative behavior (See Table 2). The results demonstrated that the four independent variables including affiliative, self-enhancing, aggressive, and self-defeating humor styles could explain 23% of variance to innovative behavior ($R^2 = .227$, $F(4, 79) = 5.446$, $p < .01$). This suggested that there were other factors that could explain innovative behavior of managers that had not been incorporated in this current study. In addition, the findings indicated that affiliative humor style had a significantly positive effect on innovative behavior of managers in real estate firms ($\beta = .280$, $p < .008$), as did self-enhancing humor style ($\beta = .279$, $p < .011$). In contrast, the results did not show the significant relationships between negative humor styles and innovative behavior of Thai executives. In sum, this present study found that only positive humor styles had significant influences on innovative behavior of managers in real estate firms. The more managers used their affiliative and self-enhancing humor style, the more likely innovative behavior would be established. Based on these findings, the research hypothesis #1 and #2 were confirmed.

Table 5 Multiple Regression Analysis of Four Humor Styles on Innovative Behavior

Model 1	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	2.014	.766		2.628	.010		
AFFIL	3.362	.133	.280	2.725	.008**	.992	1.008
SEF_EN	.383	.146	.279	2.617	.011*	.917	1.091
AGGES	.269	.143	-.218	-1.887	.063	.784	1.275
SEF_DF	.036	.155	-.027	-.237	.818	.742	1.348
n = 79							
F = 5.446 df = 4 p-value < .01 R² = .227 Adjusted R² = .186							
Durbin- Watson = 1.916							

*Significant at 0.5 level, **Significant at 0.01 level. AFFIL = Affiliative Humor, SEF_EN= Self-Enhancing Humor, AGGES = Aggressive Humor, SEF_DF = Self-Defeating Humor.

Chapter 5

Conclusion, Discussion, and Recommendations

5.1 Conclusion

This current study aimed to examine the relationship between managerial humor and innovative behavior of managers in real estate firms listed in Stock Exchange of Thailand. The findings showed that managers preferred to majorly use self-enhancing humor styles rather than other humor styles. Also, affiliative humor style was the second most preferred style used by managers. In contrast, aggressive humor style was informed as the least preferred humor style. These findings were inconsistent with Promsri's findings (2017), which affiliative humor style was reported as the most preferred humor style of employees in Thai commercial bank. Nevertheless, this present study discovered the same results on the least preferred style in which Promsri (2017) found that aggressive humor style received the lowest score among these four humor styles.

The result of independent sample t-test showed that male managers had a higher score on the use of self-defeating humor style than female managers. This finding partly supported Martin and Kuiper (1999) and Martin et al. (2003) in which men were more engaged to negative styles than females. However, this present study found only the difference in self-defeating humor, which was inconsistent with Tümkaya (2011) who found that men had higher scores than

women in aggressive and self-defeating humor. The reason that aggressive humor was reported no significant differences between male and female managers because most of them were aged more than 30 years, which could be presumed that they had enough maturity to know what should or should not be communicated in the workplace. While having fun on others' hurtfulness, aggressive humor can obviously minimize the group cohesiveness and cooperation in team (Romero & Cruthirds, 2006). Thus, managers tended to avoid using this humor style as both male and female managers were reported the lowest scores for this style. Also, Thai people have been socialized and taught to be humble and careful about talking with others, therefore; using negative humor to satisfy the self on the cost of others seemed inappropriate.

5.2 Discussions

The result of Kruskal-Wallis H test demonstrated that there was a statistically significant difference in self-enhancing humor between the different age groups. In particular, managers who aged more than 50 years were more likely to prefer self-enhancing humor than the other age groups. Findings of this present study were inconsistent with Martin et al. (2003) who found that younger people preferred to use affiliative humor style more than elders. This finding contributes a new knowledge in this area and confirms the notion of differences in use of humor in different contexts. The reason that elder managers preferred to mostly use self-enhancing humor more than other age

groups was based on their responsibilities and pressures. The longer they lived, the more responsibilities they had. Hence, they needed to find appropriate ways to get through their lives from the difficulties, and humorous view of their life while facing tough situations deemed a good idea to reduce stresses and burdens. Nonetheless, results of Kruskal-Wallis H test indicated no statistically significant differences in all four humor styles between the different BMI groups. This may be because of the variation of body mass index. People with different shapes were based on their life styles or heredity, and the use of humor was delivered according to people background and personality. Thus, this finding was inconsistent with the previous studies in which the association between BMI and humor was found (Kerckänen et al., 2004; Kasow, 2012).

For the research hypotheses, the results confirmed hypothesis #1 and #2, which concluded that only positive humor styles were found the significant correlations with innovative behavior of managers. This supported Pundt's findings (2015) in which the statistically significant relationship between humorous leadership and innovative behavior of employees were explored. However, Pundt (2015) studied only positive humor of leaders and concentrated on the perception of employees toward the humorous leadership. Differently, this present study focused on four humor styles (both positive and negative) and innovative behavior assessed by managers. In addition, this present study partially supported the findings of Amjed and Tirmzi (2016) who found the significantly positive effects of affiliative humor and self-enhancing humor on

innovation. Yet, the results of this study did not confirm the part in which they discovered the significantly negative influences of self-defeating humor on creativity. Moreover, findings of this current study partly supported Ho et al. (2011) who reported the influence of self-enhancing and aggressive humor styles on innovative behavior of leaders. This may be because of differences in contexts and cultures of this current study and other studies conducted in cross-cultural environments. However, when compared with the study in similar context, this present study found more humor styles that could have an effect on innovative behavior than the work of Promsri (2017), which only the positive effect of self-enhancing humor on innovative work behavior of Thai employees was found. In short, this study's findings confirmed the previous studies that positive humor styles used by leaders could have an impact on innovative behavior. Nonetheless, unlike the past studies, the absence of negative humor styles used by managers that could affect innovative behavior of managers in this study needs to be considered carefully and should be interpreted in the organizations with caution.

Based on the findings, managers in these real estate firms needed to do more practices on using positive humor styles as these helped enhance innovative behavior of managers. When they used affiliative humor judiciously, they could establish good relationships with their employees and colleagues leading to increased willingness of subordinates and coworkers to cooperate and share information that was useful for developing managers' innovative

behavior. In addition, self-enhancing humor style, when used wisely, could enable managers to confront with the difficulties, and find ways to properly get through unavoidable situations with new ideas.

5.3 Recommendations

Like other studies, this study has some limitations. As samples were gathered solely from managers who worked at the headquarters in two real estate firms in Thailand, the generalization of this study's results needs to be done with caution. The expansion of sample size should be considered for the replication study. Additionally, the comparative study of companies in the same industry or different industries was recommended for the future research. Besides, the further studies should investigate other independent variables that can predict innovative behavior of managers rather than managerial humor variables. For the research implications, managers in these two real estate firms need to be provided some relevant training courses on how to use positive humor to gain the benefits for their work and enhance innovation in the workplace.

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