
THE EFFECT OF HUMOR ORIENTATION ON TEAM PERFORMANCE WITH MEDIATING ROLE OF WORKPLACE BULLYING

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ABSTRACT

Workplace bullying is associated with a host of negative outcomes for the worker who is the target of bullying, as well as for the organization where the bullying occurs. Moreover, the rates of bullying are particularly high in media houses; however, we are less familiar with the factors like humor orientation that may reduce workplace bullying in media houses. Thus, this study was conducted to determine the effect of humor orientation on team performance with mediating role of workplace bullying. Ego depletion theory has been followed in this paper where a quantitative deductive approach is used for the collection of the data from 200 respondents of Pakistan media houses based in Islamabad. A cross-sectional study is used for this study. Statistical Package for the Social Sciences (SPSS) is used to examine the hypotheses. The results of this study indicate the significant effect of humor orientation on team performance and non-significant relationship between workplace bullying and team performance. A recommendation for future research is to examine whether this outcome can be recreated in different nations around the world. Another proposal is to test workplace bullying effect on project success.

Keywords: Humor orientation, Team Performance, Workplace Bullying

INTRODUCTION

In such stressed environment humor came handy to cheer us and make our moods happy and joyful. Cracking jokes with fellow colleagues, subordinates and direct peers can lighten the situations and improve the productivity of individuals, and this individual performance would impact the collective organizational (Media House) goal and success. Seldom humor and joke

cracking affect the one initiating it. Workplace bullying is an ancient problem in media industry same as sexual harassment as yet in 1980s, researchers even initiate to judgmentally observe worker exploitation considered as “mobbing” (Leymann, 1990) or “bullying” (Adams, 1992). Research on harassment at workplace i.e., office, universities, public dealing is yet in its initial stages of investigation with mix effects. From last two decades with change in work settings, researchers have moved from generic studies of the topic to much refined and sophisticated analysis of harassment and those behaviors not categorized as harassment. Workplace bullying has been well-known VII crosswise with different countries as various as Scandinavia (Einarsen, 1999), United States (Lutgen-Sandvik, 2006, 2008), Greece (Karatza, Zyga, Tziaferi, & Prezerakos, 2017), Australia (Hutchinson, 2014) & Korea (Oh, Uhm, & Yoon, 2016), & outcomes are fairly dependable. Researchers have investigated the impact of such behaviors that are not harassment but have disturbed the peaceful life of the person in different organizations like education sectors, industries and media houses etc.

LITERATURE REVIEW

Humor orientation and perception of bullying among co-workers and its effect on team achievement of task and performance. Team performance is affected by humor orientation in an organization by their colleagues and managers. People practice humor to overcome stress (Mills K. &, 2019). Workplace productivity and team effectiveness have been investigated from last many decades. With changing work nature and practices by the supervisors, nature of workplace challenges has been emerging. According to (Krone, 2015) an ongoing problem at the workplace is bullying and harassment of employees by their co-workers and bosses. Some other researchers concluded that humor orientation affect the mental health and increases performance of team by reducing self-esteem, increasing hostility, sleep deprivation, fatigue, and as a result reduce workers’ performance (Matthiesen & Einarsen, 2004, 2009, 2015). Along with identifying when something or some comment is coming under the domain of harassment or just a friendly joke is really challenging (Jones, 2006). So, researchers agreed on defining it in terms of the perception of the ones who are facing it (Adams, 1992, 2014, 2009).

Relationship of Humor Orientation with Team Performance

Performance is completion of a task with application of knowledge, skills and abilities (Shields, Brown, & al, 2015). We can define the word “Team” as, it is a group of individuals (human or non-human) working together to achieve their goals. Professor at the Kellogg School of Management, Leigh Thompson defined the team as a group of people who are dependent with respect to info, incomes, data & skills & who tries to merge their efforts to accomplish a goal (Thompson, 2008). Team performance depends on many factors, some identified by Eduardo Salas & his colleagues that were work structure (e.g., work assignments, team model, communication structure), team composition (e.g., cultural factors, personality, understanding ability, motivation), and task properties (e.g., task type, workload and interdependency). De Jong (2015) stated that trust has a positive and strong relation with team performance. In today’s

world one could say that team members should be energetic, proactive and creative in order to achieve top team performance. Two most renowned theories of team performance include coordination and socio-technical theory. Coordination theory can be subsumed in to a single line as, how different people work together on single task.

Due to impact of coordination on project performance, a lot of research has been done. In year 2000, Faraj and Sproull discussed the effects of coordination on team performance, in software development teams. It was seen that coordination expertise, has a strong influence on team performance, which is more effective than conventional features like team-input qualities and administrative coordination. In 1976, Cherns proposed a theory on team performance. The Socio-technical theory focuses on maintaining the balance between technical and social factors. In continuation to the work of Cherns, in 1977, Bostrom and Heinen, discussed three aspects of socio-technical theory, which are: People, Technology, & Task. Most applications of socio-technical theory aim at unification of a specific technology or a tool, such as a working system & new mobile application. Socio-technical theory has been used to give explanation of appearance of new technology that attempt to create & retain new method of social interaction & contribute to improving team performance. Team performance can be affected by many aspects either positively or negatively. Bullying in workplace is one of the major factors that effects team performance. Workplace bullying behavior inside teams have directly impact negatively or positively on the performance and effectiveness of the team.

As Zildiz (2015) stated that employees who have been subjected to workplace bullying displayed negative performance outcomes which leads to poor performance of the team. Workplace bullying weaken and lower the performance of employee which results in poor team performance Past research shows that helping behavior from someone within a team has a significant impact on several areas of team performance, but workplace bullying demoralizes helping behavior in team which, ultimately damages team dynamics and decreases team performance. Workplace bullying causes bad effect on employees and managers that is both physical and emotional which leads to poor team performance. All past research shows that team performance is highly affected by the workplace bullying which leads to many negative outputs. There are dozens of the different meaning of the Humor. Crawford defines humor as it generates encouraging cognitive or touching reply from listeners (Crawford, 1994).

Cruthirds (2006) defined humor as humorous communications that produce optimistic sentiments & cognition in separate, group or association. So, researcher have suggested that organization will use various methods of humor to help employee to have positive work experience (Mills K. &, 2019). By using different techniques of humor, the organization can develop its team's performance as well as overcome the bullying factor. There are basically three fundamental theories on humor the relief theory, superiority theory & incongruity theory. Humor Research was firstly initiated by psychologist thus the early effect helps in to make theory in psychology. Release humor can be seen way to sane. Relief theory is most linked with Freud's work (1960) in jokes & their relation to unconscious. The main objective of this theory is that physical act of laughing provides a way of venting nervous energy from emotion is not established by Society.

According to the superiority theory concludes that laughter occurs as a reaction of feeling of “sudden glory”. This feeling of glory is due to object, person or group of people. These characteristics are located in humor as “butt of joke”. Superiority theory shows that use of humor by society to correct deviant behavior (Hadiati, 2018). Another theory known as Incongruity theory is most popular theory of humor which says that humor arises from certain discrepancy in situation, an unexpected “glitch”. There are various techniques used such as Humor recognition, Humor appreciation, Humor production and coping humor (Mills K., 2019).

Humor recognitions refer to determine whether a sentence in a given context express a certain degree of humor (Yang, 2015). Humor appreciation is psychological response that occurs when situation or stimulus is perceived to be humorous. Humor production is capability to produce humorous environment by telling joke or stories. Coping humor is technique that is adapted in problems or difficult situations to make laughing environment. These elements of humor play important role to overcome bullying as well as to make friendly environment by which performance of team will increases. By using humor, we can overcome the factor of bullying. However, gratitude might lead to further acceptance, production might lead to engagement with hilarious activity & coping might be strategy to deal with potentially undesirable act. Research on humor in organization has rarely considered the social context in which humor occur. Recent theories about the humor-performance link in teams (Lehmannwillenbrock, 2014) investigate the relation between humor patterns in team interactions & performance of team. In their studies they reveal some facts like in low job insecurity humor plays positive role in performance where as in high job humor did not plays any role in performance. So, in our research we will find rather humor plays positive or negative role in team performance irrespective of high or low jobs.

After getting the result rather team performance can be affected by using the humor orientations techniques. In time of anxiety, a use of humor can be essential in the review of refusal circumstances. It cannot also be sober and dangerous if something is goofy or childish. When some incident has occurred and you joke about it, it can help people see the incident as a stranger and to space themselves from it. People can view the actions from a different outlook when people tell laughable stories about the way someone handle them. Basically, humor is a lively way of filling a gap between the problem and individuality looking at individual’s problem and a way of hindering (Wilkins, 2013). Humor’s role in decreasing pain connected with hard life matters and encouraging positive emotional conditions reveal in many studies. Giggling itself is unsuitable with negative emotional conditions and with irritation.

Hope is basically that helps people live when faced with unbearable situations such as those go through by Frankl and POWs. People who are high in hope trust that bad conditions will pass and they focus their concentration on the chances of a better future. Humor is one coping master plan that is often used by each person who are excessive in hope (Wilkins, 2013). Humor is a universal attribute. It has lived in every culture, earliest and present. It surpasses geography, time and language (Glew M., 2012). In spite of the undergoing nature of humor, it has rarely been taken seriously by organizational scientists (Bri98). Although informal and observed evidence

suggests humor has significant positive suggestions for organizational and employee efficacy, prior research look over humor in the workplace has swing to be small in scope and published in various literatures, making it difficult to achieve an extensive understanding of the findings and implications (Glew M., 2012).

H₁: Humor orientation has positive significant effect on team Performance.

Relationship of Humor Orientation with Team Performance with Mediating role of Workplace Bullying

Some of the people who have been bullied address that bullying disturbs them mentally and physically with depression and stress and the most common complaints are lowered self-esteem and lack of confidence, anxiousness and social rejection (Smith, 2000). According to (Giorgi, 2015) in some severe cases the bullied employees need psychiatric treatment or counseling in extreme cases. Bullying may exceed on daily basis as moving from colleague to colleague and learning from others' misdeed. Some believed it to be motivating and portraying general outlook of the organizational culture. Many organizations now accept that there is a need to change the culture of the workplace and have advanced clear company policies to provide safety from bullying to their employees (Cowie, 2002). Bullying is considered as a negative act for an individual, and these negative acts can be defined as being connected to more general form such as ethnic group or gender of the workers or employees. Racial harassment or sexual harassment terms may be used in such cases. In this field many researchers disagree that bullying and other forms of harassment are related. Many of research studies have focused on interpersonal bullying in preference of harassment specifically of sexual nature (Hoel, 1997).

Workplace bullying has been proved to be a harmful feature of the modern organizations and brings ever-lasting damage to the individual being bullied and to the organization as well. Workplace bullying involves some acts in which a few individuals are involved, with the intention of creating an unfriendly work environment. In work-related bullying, individuals are over-burdened by heavy workloads, their leave applications are refused and they are assigned with low-grade tasks (Stallworth, 2005). Workplace bullying may also be described as a political trick practiced in context of achieving some personal and/or organizational goals. One of the most problematic situations that organization faced is related to workplace bullying and its control (Brown, 2018). It is difficult to define bullying in context of varying nature organizations as the rules and principles of the workplace affects the strategies used by employees to solve conflicting Generally culture of the organization considered as the outlook the culture of the workplace as a form of drain through which actions are explained and through which a scope of actions is approved or admitted. The victims of workplace bullying and their percentage may vary from study to study and workplace to workplace, depending on what benchmark have been used. The extremely common and experienced by 96% of employees is workplace aggression and that is experienced by almost everybody (Björkqvist, 2019).

Workplace bullying succeeds big destructive health problems like headaches, sleeplessness, stomach problems and alcohol use found by meta-analysis. In addition, it causes the

dissatisfaction and dejection which invoke mutual clash and mutual clash free variant conduct. The employees who are victims of workplace bullying who experience themselves address boost levels of stress, misery and eagerness which is dangerous for their nature (Björkqvist, 2019). According to (Björkqvist, 2019) study they researched healthy workplace relationships as a key factor in condensing occupational tension. Mutual relationships strongly effect the happiness and fitness of an independent. Some authors directed a six-year study among 15,000 employees and establish that weak mutual relationships damaged work skills negatively. Workplace bullying is described as constant, disturbing and damaging act or acts (physical, verbal, or psychological intimidation), that may include criticism and humiliation. It negatively affects the employee's and thus results in less psychological contract and employee's suspicion. It affects the physical health, as well as the mental health of the victim. It all starts with usual arguments or fights between two people and gets worse with non-stop victimization of the target (Reese, 2018).

In an organization, workplace bullying matters can aim anybody if they remain unsolved, unhampered and acknowledged that the wideness of the fact encloses many forms of actions (Reese, 2018) and conveyed that many employees are not provide training on any type of clash management and communication training at work, retard a lively workplace culture. If a bullying person experienced the unsuitable or insulting act so that it may affect the victim's nobility, terrifying, humiliating and disrespectful environment that is harmful to the victim's health (Reese, 2018).

H₂:Work-place bullying mediates the relationship between humor orientation and team performance.

Theoretical framework

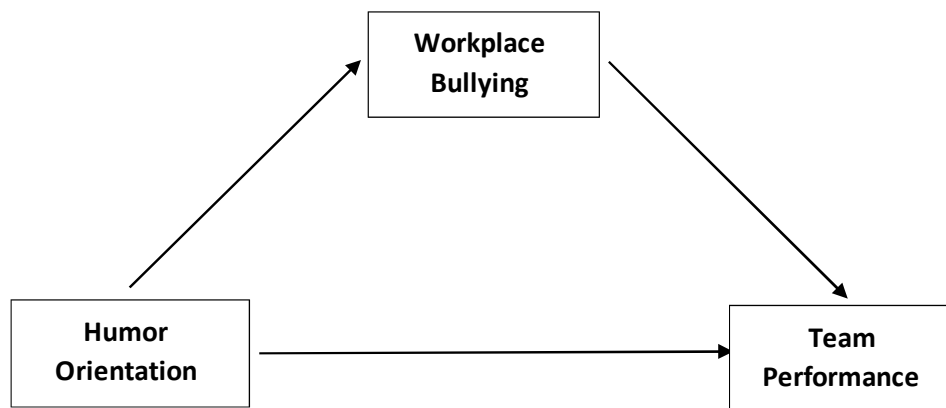


Figure 1: Theoretical Frame

RESEARCH METHODOLOGY

Participants

For this research selected geographical area is Islamabad, capital of Pakistan and the focused audience for sample named as Media houses. Reason of selecting this area was based on literature

review, as mainly studies have been conducted in health care sector and workers and nobody focus on media houses and their bullying. Non-Probability sampling technique was used as the total number of populations is unknown because we don't know about the exact population. Sample size is 200 individuals of team. Convenient sampling was followed to distribute questionnaire among individuals from target industry because it is easy to collect data from random population.

Instrumentation

For the research purpose few demographic characters were targeted including gender, age, occupation or job title for any discrepancy found in study variables. For investigation of study variables, three questionnaires were used, details are as follow:

Negative Acts Questionnaire – Revised (NAQ-R)

This questionnaire was developed by Einarsen and Rakness (2011) as self-report measure. The total of 11 items with response category of 5-point Likert -type scale, ranging from “never” to “daily,” were used.

Multidimensional Sense of Humor Scale (MSHS)

MSHS was developed by Thorson and Powell (1993). From 24 item instrument only 6-items self-report questionnaires were used

that were based on two dimensions that attitude toward humor and negative to use humor. The response category ranges on 5 Likert scale ranging from “strongly disagrees” to “strongly agree”. Low score indicates the high level of humor orientation, and high score indicates that the person prefers humor in life and has positive attitude towards it.

Team Assessment Questionnaire (TAQ)

This questionnaire was developed by quality values research and consulting services (2018). For the current research as the focus was just on team performance so from its sub-categories only items measuring team performance were used. The 4-items on 5-point Likert type scale ranging from strongly disagree to strongly agree were included for investigation of team performance.

Data Collection

Data was collected using an online survey from adult workers.

ANALYSIS AND RESULTS

After gathering data, various analyses were performed using IBM SPSS version 23. On the obtaining data descriptive statistics was performed. Further, correlation, regression, and mediation analysis were also

done. According to (Serrador and R. Turner, 2014) “R” is the Correlation coefficient. Coefficient of determination R^2 square measure the level of prediction of outcomes by model, defines relationship between variables & shows variation in data. “Adjusted R^2 ” explains how powerful the model is adjusted for given population. Baron & Kenny’s model has been used for statistical analysis of data. In linear regression model verify the direct path between all variables, HO to TP R^2 is 0.023 which means if HO shows variation then TP will change 2.3%. The B-Value in the predictor variable is the degree of change in the outcome variable. In my result value of beta is

positive and direct relation between variables. Like Humor Orientation bring 129-unit changes in team performance. Whereas Beta has value of 0.151. Model fitness is checked by T test. Hypothesis is made on basis of T test. The experiment can be summarized as: Reject the assumption that if and only if the absolute value of t is less. For value $p < 0.05$, the null hypothesis is rejected & for value $p > 0.05$ it shows acceptance of hypothesis.

Table 1: Direct Effect

Path	R-Square	F	Beta	B-Value	t	P
HO-TA	0.023	4.594	0.151	0.129	2.143	0.033
HO-WP	0.058	12.186	0.241	0.295	3.491	0.001
WP-TA	0.006	1.118	-0.077	-0.081	-1.090	0.277

Mediation Analysis

A mediation Analysis was conducted using bootstrapping method 1000 bootstrap resamples were used in accordance & recommendation of Andrew F. Hayes (2008). Unlike traditional methods of negotiation like old approach (Baron and Kenny, 1986) and the Sobel test (Sobel, 1982). Bootstrapping provides higher statistical power than Sobel Test while maintaining reasonable control over Type I error rates (Preacher and Hayes, 2008; Rungtusanatham et al., 2014) and is considered preferred indirect effect detection method (Malhotra et al., 2014).

Table 2: Indirect effect

	Co-eff	SE	t	p	LLCI	ULCI
WP-TP	-.1267	.0758	-1.6720	.0961	-.2762	.0227

There is partial mediation between Humor Orientation (HO) and Team Performance (TA) because significance value is 0.0135 in direct relation which is less than 0.05 significance level. But we use full mediation of working bullying having greater value of .0961 which is greater than 0.05.

Table 3: Direct effect of X on Y

	Co-eff	SE	t	p	LLCI	ULCI
HO-TP	.1542	.0619	2.4923	.0135	.0322	.2762

Table 3: Decision of hypotheses: Acceptance or Rejection

Hypotheses	Statement	Result
H ₁	Humor orientation has positive relationship with Team performance	Rejected
H ₂	Workplace has mediating effect on the Humor orientation and Team performance	Accepted

There is partial mediation between Humor Orientation (HO) and Team Performance (TA) because significance value is 0.0135 indirect relation which is less than 0.05 significance level. But we use full mediation of working bullying having greater value of .0961 which is greater than 0.05. The table shows that one hypothesis is rejected and one is accepted which is claimed in literature. Finally, it is worth acknowledging that tests of mediation and tests of suppression involve the same analytic methods (MacKinnon et al., 2000). The difference lies in the relationship between the indirect effect (a.b) and the total effect (c). If the indirect effect has the same sign as the total effect, the intervening variable is viewed as a mediator. If an indirect effect has the opposite sign of the total effect, the intervening variable is a suppressor because it weakens the observed relationship by its omission.

DISCUSSION

The results indicate that Humor Orientation has major positive influence on Team Performance, which provides pragmatic support to the findings of various studies that have advocated that HO supports the effective execution of WB practices (Jenner, 2014; Sankaran et al., 2007; Thorp, 2007). Also, HO was found to have a major and positive effect on TP. The results acknowledge the results of Abednego and Ogunlana (2006) and APM (2015). Our study confirmed that Humor orientation has positive relationship with Team performance as the p-value is less than 0.05. Thus, due to statistically significant evidence, we fail to reject hypothesis H1. WB was observed to mediate the relationship between HO and TP, therefore signifying that strong humor environment would weaken the amplification of WB. Workplace bullying is a continuous and huge issue that influences the profitability and passionate and physical wellbeing of representatives (Keller, 2015). An investigation facilitated us well see progressively about how specific variance, such as humor orientation, just as an organizational variance, for example, team performance, may influence individuals' understandings of bullying. To start with, humor is contained differing factors, including a capacity to perceive humor just as acknowledging humor, having the option to create humor, and the capacity to utilize humor to adapt to troublesome circumstances. Our study confirmed that there is a negative relationship between Team performance and work- place bullying as the p-value is greater than 0.05. Thus, due to statistically significant evidence, we fail to accept hypothesis H2. The objective of work is to look at manners by which individuals process the messages they get, just as inspect different organization social factors that can add to, or decrease, bullying rehearses. Results demonstrate those individuals who are higher in humor orientation report less demonstrations of bullying; however, no other type of humor anticipated bullying reports. This seeing needs as additionally looked into to all the more likely comprehend the job of humor in bullying discernments. Poking is an uncertain demonstration that difficulties individuals while keeping up a potential "out" through kidding or funniness, while bullying is simply undesirable act (Mills and Carwile 2009).

CONCLUSION AND RECOMMENDATIONS

This study has made theoretical contribution. Based upon already available literature that study combined the new measure visualizes how humor orientation effect team performance through the mediating role of workplace bullying. Eventually, this research establishes and reliable scale for reducing bullying that effects the team performance in the literature (Keller, 2015). The findings show that this scale is reliable indicator of the quality of team performance. In this research the data has been composed from the responsible team members of media houses over questionnaire. The responses were analyzed statistically by applying various operations on SPSS. The discoveries recommend the authenticity of the hypothetical model. Bullying, as inappropriate behavior, won't mystically vanish; but as it may, with confident consideration, declaring highways, and humor, it might lessen. On the off chance that employees are not diverted by their own problems originating from bullying, they can't better serve (Keller, 2015). Hence, humor is no laughing matter—it needs to be used sensibly and only by relationship-oriented managers (Wijewardena, 2017)

Future Direction

A recommendation for future research is to examine whether this outcome can be recreated in different nations around the world. Another proposal is to test workplace bullying effect on project success. Another suggestion is to gather data from different organizations in different cities. Another suggestion is to change sample size and demographics. Another suggestion is to use longitudinal research. Also used different dimensions of team performance are used as dependent variable.

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