POLITECNICO DI MILANO

School of Industrial and Information Engineering

Master of Science in Management Engineering

A Systematic Literature Review:

Workplace Humor within and across Hierarchies

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Abstract

This paper is a systematic review of the literature on workplace humor within and across hierarchies. When the searches about "employee humor, workplace humor, organization humor, team humor, and work humor" were completed, it has been seen in the literature that the majority of the papers were studied on the leader/manager/supervisor humor and their effects. For this reason, the literature review was made on "humor within and across the hierarchies in the workplace" that hasn't been reviewed before. The predominant criteria of this search were that, firstly, the humor should remain within the boundaries of the organization and second, top-down humor and humor within hierarchies should be approached instead of the leader humor. The evidence has shown that, while humor used by organization members in the workplace has a positive effect on workers' psychological well-being, it also enhances their job performance. It has been also seen that the type of humor used and its impact may vary by gender. Finally, it has been observed that workplace humor supported by leaders creates a humorous culture in organizations.

Keywords: Humor; Workplace; Organization; Entrepreneurship; Team; Work; Employee;

1. Introduction

It is believed that the formation and perception of humor and its use has a positive effect on people and their daily life. A negative link has been associated between humor and damaged mental health, and humor has been thought to reduce the psychological effects of daily living conditions (Martin 2004). Humor has been seen as a tool for individuals to adapt to social environments, increase their social interactions and enjoy their social environment more. (Nezlek and Derks 2001). Humor can be found in every moment of life in every moment. (Stieger, Formann, & Burger, 2011). Nonetheless, there is a lack of information when determining company strategies on how it affects working life, organizations, and successes. (Cooper, 2008; Romero & Cruthirds, 2006).

Although humor seems incoherent with the nature of serious institutions and seems to ruin their rationality, it has been increasingly understood that it has an important place for organizations. (Mesmer-Magnus, Glew and Viswesvaran 2012). The workplace humor is getting more and more attention with its positive contributions observed as a result of studies. It is on the way of becoming one of the new trends of organizations with its effects in critical situations, on worker health, on the interaction between workers. (Wood et al., 2011) With the gradual understanding of the importance of humor in the organizations, the majority of research turned towards leader humor.

While investigating the positive and negative aspects of the humor used by the managers according to their leadership types such as transformational, transactional leadership, many studies have been conducted on the effects of leader/manager/supervisor humor on workplace atmosphere, workers' mental health and working conditions.

Humor started to be seen as an important tool in many ways for employees. Employee humor has become a new door for workers who were dissatisfied with the workplace, afraid of being misunderstood and workers who could not say their own wishes comfortably. (Holmes & Marra, 2002b) However, the humor used within and across hierarchies or bottom-up humor rather than leader/supervisor/manager humor has begun to be investigated afterward and has been found inadequate.

In this study, all studies on humor and working life were collected. After a deep research, it has been observed that the huge majority of the literature is on leader/manager/supervisor humor. Although it is very important, it has been determined that there are few studies on humor used within and across the hierarchies. For this reason, instead of the studies on the leader humor in the organizations, the studies on the use of humor within sub-units working in the organization, or towards their upper units were examined. After all the studies on humor and organizations were scanned, articles other than the mentioned criteria were eliminated.

After the remaining articles were read one by one, their common points were identified and categorized according to the common results they reached. It was seen that the studies were not on why and how humor occurred but on the consequences of humor.

The studies compiled in the literature review were supportive of each other. According to studies, it has been observed that employee humor is a positive tool for organization members' psychological well-being by reducing workplace stress, lowering the level of workplace and employee dissatisfaction, affecting positively the employee burnout, moderating interpersonal aggression and preventing workplace ostracism. It also has been observed that employee humor is useful to increase the organization members' job performances by increasing organizational- informational communication, destroying status differentiation, causing divergent thinking and creativeness and reducing the bad conditions affected by environmental uncertainty of organizations. The studies also showed that leaders need to support humor in order for the spread of humor at work and its positive effects to be seen. Finally, studies have come to a consensus that humor and its effects can vary according to gender.

2. Methodology

In this study, a systematic literature review was organized covering the process defined by Tranfield (2003), Denyer and Tranfield (2008) and Macpherson and Jones (2010).

Since the aim of the study was to collate the works on humor in the workplace within and across hierarchies, five different keywords were defined to make a more comprehensive study. Scopus database was used to find the articles in the literature.

The systematic literature review procedure was started by following the concepts which had the probabilities of having the same primary topic of the study.

The searched keywords are ('humor AND employee'), ('humor AND workplace'), ('humor AND organization'), ('humor AND team'), ('humor AND work'). (See Figure 1)

Research Objectives:
- Examine the employee humor in the organization bounds within and across hierarchies.

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Conceptual Boundaries:
- Including humor and organization concept at the same time
- Keeping humor in the organization bounds
- A broadly defining organization like employee, workplace, team

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Setting The Inclusion Area

Document type:
- Article,
- Conferance Paper,
- Review,
- Book Chapter

Search Terms:
- ('humor AND employee'),
- ('humor AND workplace'),
- ('humor AND organization'),
- ('humor AND team'),
- ('humor AND work').

Cover Period:
- Up to end including November 2019

↓

Setting the Exclusion Criteria

Subject Area:
- 'Arts and Humanities',
- 'Medicine',- 'Computer Science',
- 'Environmental Science',
- 'Chemical Engineering'
- 'Biochemistry, Genetics, and Molecular Biology'

Manuel Exclusion:
- Leader-Manager Humor,
- Outbound humor,
- Outcomes focused on only humor, not on organization,
- Outcomes focused on only organization, not on humor.

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Final Result
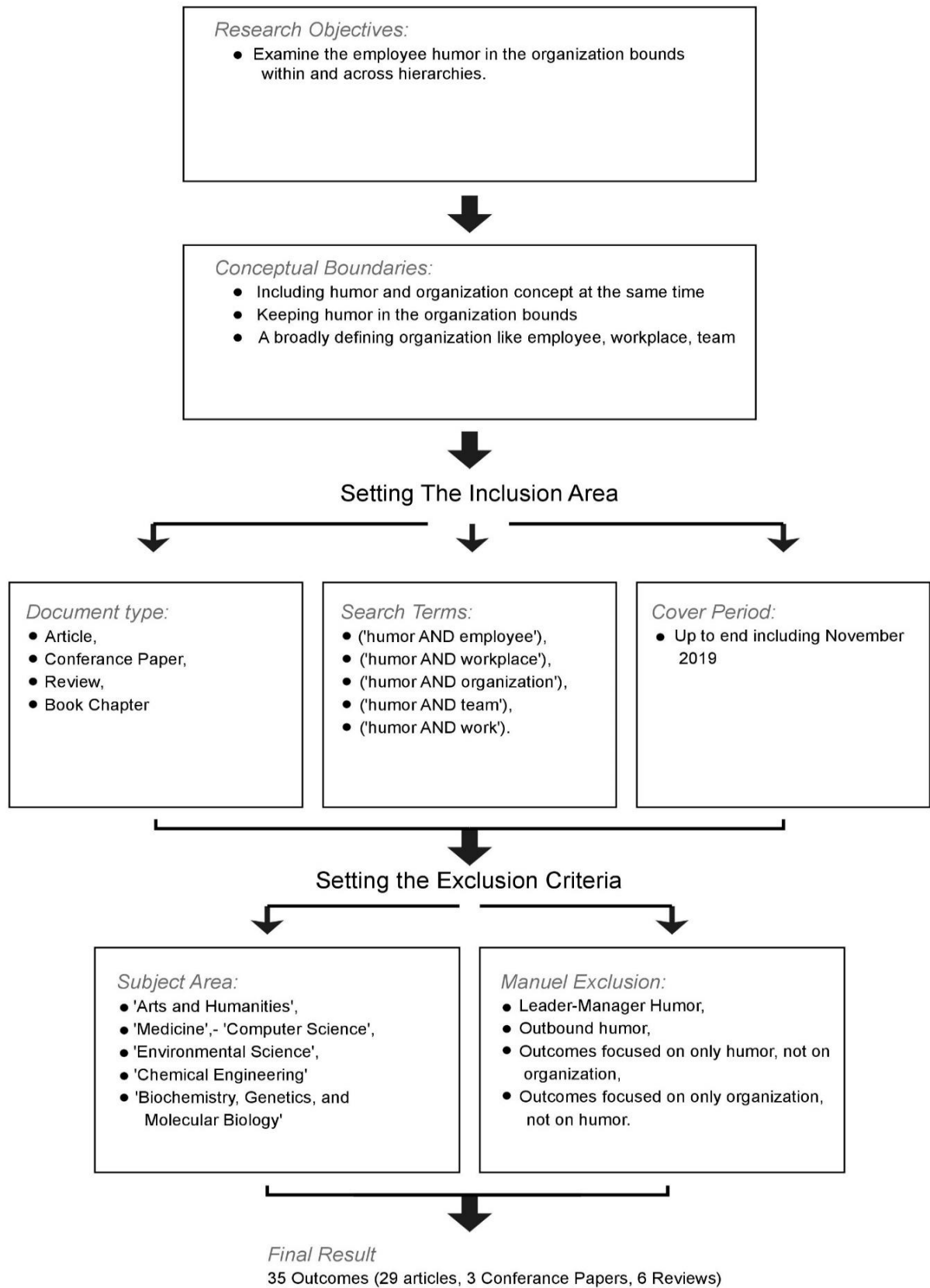35 Outcomes (29 articles, 3 Conferance Papers, 6 Reviews)

Table 1. Methodology

The word "humor" was searched in a filter that comprises of "article title, abstract, keywords" when it was searched with 'employee', 'workplace' and ' 'team'. It was searched only in the filter 'article title' when it was searched with 'organization' and 'work'. However, all the keywords which are "employee", "workplace", "organization", "team", "work" were searched in "article title, abstract, keywords".

In the Scopus searched lists, 'Arts and Humanities', 'Medicine', 'Computer Science', 'Environmental Science', 'Chemical Engineering' 'Biochemistry, Genetics, and Molecular Biology' subjects were excluded from the subject area part since these areas do not have any related outcomes with the searched area. In addition, the searched lists were limited to 'Article', 'Review', 'Conference paper' and 'Book Chapter' in the document type part of Scopus.

As a result of this search, a total of 716 outcomes, 110 of which were in ('humor AND employee'), 131 of which were in ('humor AND workplace'), 112 of which were in ('humor AND organization'), 92 of which were in ('humor AND team'), and 271 of which were in ('humor AND work'), were found. When the duplicates were deleted 505 outcomes were obtained.

When it comes to eliminating unrelated ones among the outcomes, manual exclusion became a part of the literature scanning. All titles and abstracts of 505 outcomes were read one by one. When applying this method, some rules to attain the primary concern of the study were defined. Since the study focuses on humor among workers, the outcomes about the leader humor or manager humor which means top-down humor that is the majority of the results were not taken into account. The outcomes which are only about humor but not about workers or only about workers but not about humor were excluded. Moreover, the outcomes which include outbound humor were eliminated. Outbound humor means that use of humor from an organization to outside for example from a salesperson to the customer. Remaining outcomes were only about the humor within the hierarchies or bottom-up humor in the organization bonds.

While 31 of 505 articles indicated "outbound humor", 82 of them referred "leader humor". 104 were "not related to humor", and 253 included humor, but "not organizations".

At the end of the exclusion process a total of 35 outcomes, 16 of which were in ('humor AND employee'), 6 of which were in ('humor AND workplace'), 9 of which were in ('humor AND organization'), 2 of which were in ('humor AND team'), and 2 of which were in ('humor AND work'), were achieved.

- ❖ In the search ('humor AND employee') among 16 outcomes; 4 conceptual studies and 12 empirical studies which consist of 10 quantitative and 2 qualitative,
- ❖ In the search ('humor AND workplace') among 6 outcomes; 2 conceptual studies and 4 empirical studies which consist of 2 quantitative and 2 qualitative,
- ❖ In the search ('humor AND organization') among 9 outcomes; 3 conceptual studies and 6 empirical studies which consist of 4 quantitative and 2 qualitative,
- ❖ In the search ('humor AND team') among 2 outcomes; 1 conceptual and 1 qualitative studies,
- ❖ In the search ('humor AND work') among 2 outcomes; 1 quantitative and 1 qualitative studies,

In total 35 outcomes which comprise of 10 conceptual, 17 empirical quantitative, 8 empirical qualitative were found.

Finally, these 35 outcomes are constituted 29 articles, 6 reviews, and 3 conference papers.

3. Analysis of Literature

The purpose of the analysis of the literature is to comprehend and categorize the outputs of the research according to their consequences. In the comprehensive search when the outcomes which are only about humor but not about workers or only about workers but not about humor, the outcomes include outbound humor, the outcomes about the leader humor or manager humor eliminated, the remaining articles were still needed categorization.

Although there is no common denominator in the definition of humor, firstly, common definitions of humor were tried to be reached in the articles examined. After noticing that all the articles have made a literature review about the definition of humor in the introduction part, the most used definitions were compiled in all of them, and it was seen that there was no need to categorize the articles in this section.

After the definition of humor, the types of humor began to be studied. In all of the 35 articles studied, it was seen that humor was accepted under two main headings as negative and humor. While negative humor branches in itself as aggressive humor and self-defeating humor, positive humor was found to branch in itself as affiliative humor and self-enhancing humor.

The vast majority of the articles examined did not focus directly on the types of humor, but only used them as a tool in their work. It was seen that 4 of 35 articles directly indicated the humor types, that is, positive and negative humor and developed their studies on the types of humor. 2 of these 4 articles concentrated their work on positive humor, while the other 2 focused on negative humor.

When these remaining 31 articles were carefully examined, it was noteworthy that the common feature of all of the articles that they focused on the consequences of humor in the workplace. For this reason, it was decided to categorize the articles on the consequences of humor within and across hierarchies.

When all the hypotheses put forward were examined one by one, the proven, not proven and false hypotheses were separated. The results of all articles were compared, those who achieved the same results and similar results were grouped, while those working on different topics and results were placed in different groups.

After categorizing 4 articles based on their types of humor, the remaining 31 articles were categorized under 4 main titles since the topics they worked on were similar.

These 4 titles were divided into different branches according to their similarities. These 4 titles were defined as "humor and psychological well-being", "supervisor support for humor", "the effect of humor in the workplace by gender" and "humor and job performances".

The majority of the studies came up with psychological well-being in the workplace as the consequences of humor in organizations. After separating 4 articles based on the types of humor, 19 of the remaining 31 articles were seen that they studied the impact of humor on the psychological well-being of workers in the organizations.

While the 2 articles out of 19 studied directly on the relationship between humor and psychological well-being or mental state of workers, the remaining 17 articles were implicitly focused on the consequences of humor on the psychological well-being of the workers. For this reason, the part "humor and psychological well-being" was categorized into 5 titles that are "workplace stress", "workplace and employee dissatisfaction", "employee burnout", "interpersonal aggression" and "workplace ostracism".

9 of these 17 articles have claimed that indirectly positive effect of humor on the psychological well-being of workers by studying the effects of humor on workplace stress. 3 of these 17 articles have revealed that indirectly positive effect of humor on the psychological well-being of workers by investigating the effects of humor on workplace and employee dissatisfaction. 3 of these 17 articles have pointed out that indirectly effect of humor on the psychological well-being of workers by studying the effects of humor on employee burnout. 3 of these 17 articles have revealed that indirectly positive effect of humor on the psychological well-being of workers by searching the effects of humor on interpersonal aggression. 2 of these 17 articles have indicated that indirectly positive effect of humor on the psychological well-being of workers by studying the effects of humor on workplace ostracism.

Since 3 articles addressed more than one subject, they were used in 2 different places. While the articles "Healthy humour: Using humour to cope at work" and "Variable effects of humor styles on organizational outcomes" were used in the titles both "workplace stress" and "workplace and employee dissatisfaction", the article "Changing Definitions of Work and Play: Importance of Workplace Humour" was used in the titles both "workplace stress" and "employee burnout".

After categorizing 4 articles for their types of humor, 19 articles for the "humor and psychological well-being", it was seen that some of the studies came up with the importance of supervisors' support for humor in the organizations. 4 out of 35 articles

were found searching the effects of a "humorous atmosphere supported by supervisors".

While none of the articles examined did their research regardless of gender, 3 articles examined humor separately for women and men. The effects of humor when used by women and the effects that occur when used by men was compared in these 3 articles. Also, these 3 articles made a search on which type of humor women and men are more likely to use. For this reason, these 3 articles were gathered under the heading "Consequences of Humor at Work by Gender".

8 of the 35 articles focused on the effects of humor on the" job performances of the organization members". In these 8 articles it was seen that humor indirectly increased job performance by creating different aspects. For example, the direct effects of humor such as increasing organizational- informational communication, destroying status differentiation, causing divergent thinking and creativeness, reducing the bad conditions affected by environmental uncertainty were found to be positively effective on job performances.

While 5 of the 8 articles were used only under this title, the article "Humor in the workplace: It Is More Than Telling Jokes", was used in the titles both "interpersonal aggression" and "humor and job performances", the article "The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure" was used in the titles both "definition of humor" and "humor and job performances", the article "The effect of humour on mental state and work effort" was used in the titles both "humor and psychological well-being" and "humor and job performances".
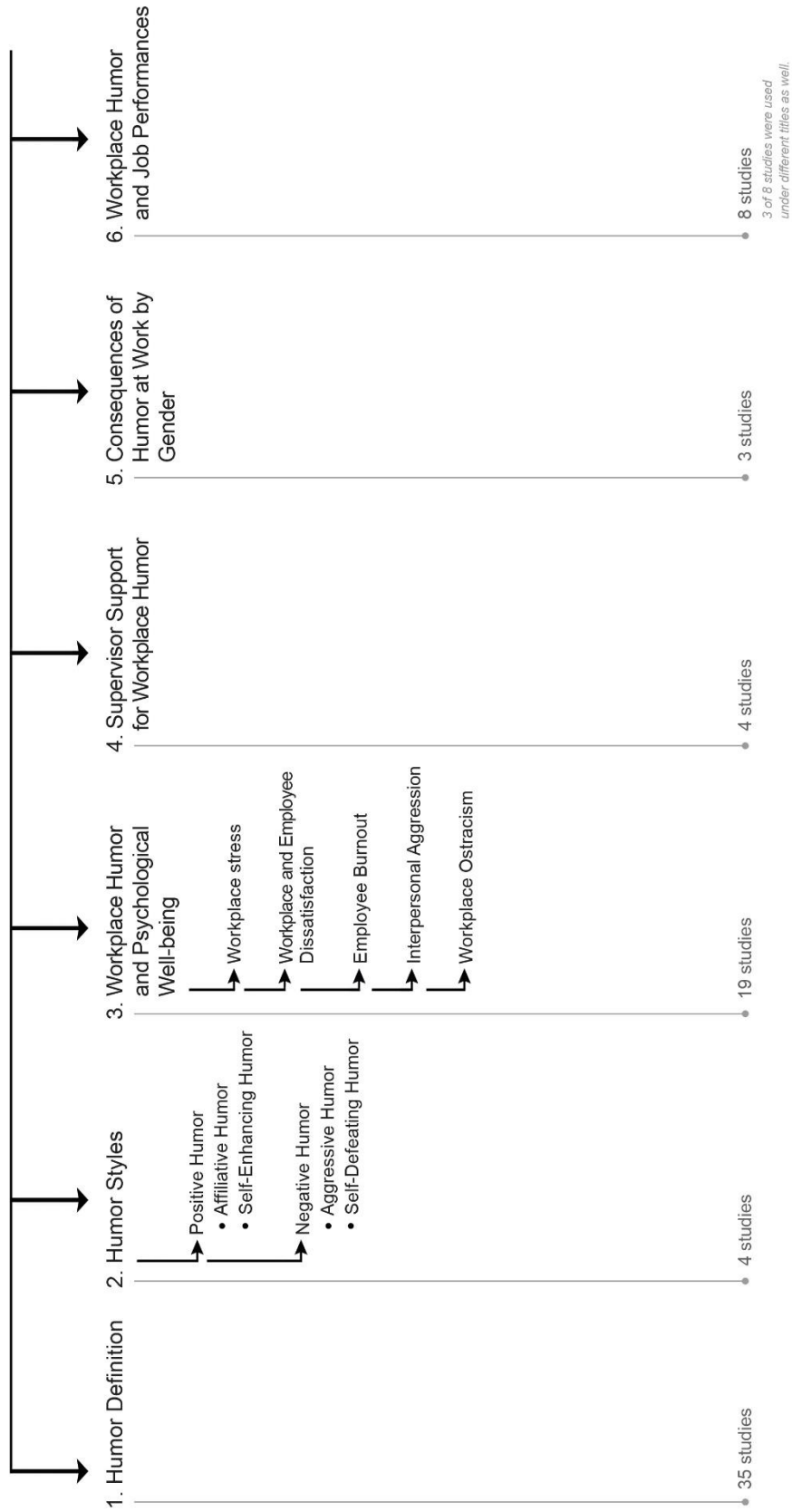
ANALYSIS OF THE LITERATURE

1. Humor Definition

35 studies

2. Humor Styles

Positive Humor
• Affiliative Humor
• Self-Enhancing Humor
Negative Humor
• Aggressive Humor
• Self-Defeating Humor

4 studies

3. Workplace Humor and Psychological Well-being

Workplace stress
Workplace and Employee Dissatisfaction
Employee Burnout
Interpersonal Aggression
Workplace Ostracism

19 studies

4. Supervisor Support for Workplace Humor

4 studies

5. Consequences of Humor at Work by Gender

3 studies

6. Workplace Humor and Job Performances

8 studies

3 of 8 studies were used under different titles as well.

Table 2. Analysis of Literature

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4. Humor Definition

In various fields, humor has been researched by different scholarly perspectives and resulted in many different definitions but no unanimity has been authorized concerning the humor definition. In the articles examined, different definitions of humor were mentioned. Among the definitions, some of them were the most accepted ones. In this section, the most commonly used definitions in the 35 articles were compiled.

Humor is a type of communication that deals with social interaction. It has both emotional and cognitive content and often makes people laugh. (Lang and Lee, 2010) Humor is defined as anything funny that created by people, and it is easy for others to laugh, at the same time psychological process that creates a fun impulse and the emotional response involved in enjoying it. (Martin 2007, 5)

Humor is usually linked to personal positive descriptions and identified its usefulness for people's life as a creator of positiveness. It has been connected to a decrease in mental health problems and observed to soften the negative aspects of everyday life in a positive way and decrease its damages. (Martin 2004). Nezlek and Derks defined humor as a "lubricant" for increasing the joy of people and self-assurance in social interplay, furthermore it eases social impact by making people assort with society. Humor looks like inconsequent with the critical core requirements of the business life and has an impression to ruin the heavy framework of work. However, many substantial applications of humor are seen as acceptable for organizations. (Mesmer-Magnus, Glew and Viswesvaran 2012). To generate an enjoyable ambiance, make people feel in a contented mood, increase the efficiency of people in daily work and their imaginativeness, moreover, to moderate their anxiety, humor has been revealed convenient. (e.g. Lehmann-Willenbrock and Allen 2014)

Humor, when it is used in a positive way it has remarkable effects on employees' psychological health and burnout, alongside it decreases the tendency to leave. (e.g. Ho 2016) Consequently, corporations have started to give importance to adding humor in their organizational activities, even some organizations like Southwest Airlines, Ben&Jerry announced that humor is essential for corporates. (Romero and Cruthirds 2006)

5. Humor Styles

4 articles have specifically addressed the varieties of humor. While articles which are called "The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure" and "Don't tease me, I'm working: Examining humor in a midwestern organization using ethnography of communication" was focusing on the positive and negative outcomes of the humor, "The relationship of sensation seeking and social desirability with humor styles among Iranian salespersons" focused on the humor styles and their outcomes. The article "Differences between employees and managers regarding socio-emotional competences" was focused on the different use of humor types according to being managers or subordinates.

Having a multifaceted structure of humor necessitates elaborated categorization and comprehending the good sides and functions of humor. Dividing humor into positive and negative was found helpful to understand the contradictory features of humor. 4 main aspects have been classified which are affiliative, self-enhancing, aggressive, and self- defeating humor.

Humor Styles

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Nikić G., Travica V., Mitrović M. (2014)	Differences between employees and managers regarding socio-emotional competences	The research covered 240 participants. Emotional skills and competence questionnaire (ESCQ-45) with 45 items is used for the measuring of emotional intelligence. Humour Styles Questionnaire HSQ is used for estimation of the humour styles. Life satisfaction of the participants is measured with the Satisfaction with Life Scale – SWLS.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	While there is not an important difference in the use of aggressive humor, self-defeating humor and self-enhancing humor between managers and supervisors, this situation was not the same for self affiliative humor. The search has discovered that managers' use of affiliative humor style is much higher than employees' since it was observed that the managers are more satisfied with their life.
Amani M., Shabahang M.J. (2018)	The relationship of sensation seeking and social desirability with humor styles among iranian salespersons	The research covered 173 salespersons working in different places. The three instruments of Arnett Inventory of Sensation Seeking (AISS), Marlowe-Crowne Social Desirability Scale (MCSDS) and Humor Style Questionnaire (HSQ) were used.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	It was found that educational level, job experience, social desirability, gender, and income affects the use of self-defeating humor. Non-educated female employees with low income and job experience were the most users of the self-defeating humor.
Ojha A.K., Holmes T.L. (2010)	Don't tease me, I'm working: Examining humor in a midwestern organization using ethnography of communication	The qualitative method Ethnography of communication (EOC) was used. Through interviews and observation, researchers collect meaningful specific data about how functions of humor are used among members during normal business hours (8:00 a.m. - 5:00 p.m.).	Article Empirical, Qualititative	Joking, Sarcasm, and Teasing	Coping effects of positive humor were found that caused a decrease in the workplace stress by its calming feature. Positive humor has caused less anxiety in the workplace by destroying the tense environment thereby, important decisions and works were made with less apprehensive.
Robert C., Yan W. (2007)	The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure	A literature review on humor and culture, appreciation of humor and types of humor in organizational contexts.	Review Conceptual	Positive Humor	It was observed that positive humor has increased job performance and efficiency in the organizations.

Table 3. Humor Styles

5.1. Positive Humor

In the article written by Robert C. and Yan W. which is "*The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure*" and in the article of Ojha A.K. and Holmes T.L which is "*Don't tease me, I'm working: Examining humor in a midwestern organization using ethnography of communication*" positive and negative outcomes of humor were investigated. In the results, many positive effects of positive humor were observed. In these two articles it was found that;

Among the positive effects, the most easily observable effect was reducing stress. Coping effects of positive humor were found that caused a decrease in the workplace stress by its calming feature. Positive humor has caused less anxiety in the workplace by destroying the tense environment thereby, important decisions and works were made with less apprehensive. Overall it was observed that positive humor has increased job performance and efficiency in the organizations.

Positive humor is mainly defined with affiliative humor and self-enhancing humor.

5.1.1. Affiliative Humor

Amani M. and Shabahang M.J. have researched the predictors of humor styles in the article which is called "*The relationship of sensation seeking and social desirability with humor styles among Iranian salespersons*". In the article;

It was observed that the use of affiliative humor is affecting social desirability. Employees with high personal development care less about everything that goes wrong in their current lives and are more comfortable in social interactions with other workers. In this respect, it was seen that people seeking for sensation are more prone to use affiliative humor. Income and educational levels were found to play an important role in the use of affiliative humor. It was observed that employees with high income and education levels which means high status, use affiliative humor more than others.

Affiliative humor is associated with the improvement of interpersonal communication. It comprises all jokes that are fun for everyone and aims to procure the togetherness of people. Affiliative humor which is the most common type of humor, is a connective type of humor as it enhances positive emotions and strengthens relations of people. It

creates a friendly atmosphere, social cohesion, contentment, well-being moreover it is positively related to playfulness, effectiveness (Martin et al., 2003).

5.1.2. Self-Enhancing Humor

In the article which is called "*The relationship of sensation seeking and social desirability with humor styles among Iranian salespersons*" it was found that;

Self-enhancing humor was related to outcomes of positive psychological health. Employees with high income and education levels which means high status, use self-enhancing more than others.

Martin et al. (2003) defined this type of humor as a leaning to create a humorous frame on life. People who frequently use this type of humor, do not have trouble too much when they faced stressful situations in their everyday life. It is a coping instrument to retain a stressless life and live in a humorous environment. (Martin et al., 2003). It is defined as the ability to laugh at yourself even when bad situations confront of self, it is said that putting yourself to the target of humor.

5.2. Negative Humor

In the research of positive and negative outcomes of humor by Ojha A.K. and Holmes T.L. which is "*Don't tease me, I'm working: Examining humor in a midwestern organization using ethnography of communication*" and by Robert C. and Yan W. which is "*The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure*" many negative effects of negative humor were observed. In these two articles it was found that;

Although humor is often referred to by its positive effects, there are also negative aspects. It was observed that when the employees use the negative humor types it results in severe troubles for both the employees and the targets of the humor. Negative humor may cause stressful conditions in the workplace. Additionally, it was found that the negative humor types create power discriminations among the members of the organizations and increase the gap between the status.

Negative humor is mainly defined with aggressive and self-defeating humor.

5.2.1. Aggressive Humor

In the study of humor styles by Amani M. and Shabahang M.J. which is "*The relationship of sensation seeking and social desirability with humor styles among Iranian salespersons*" ;

It was discovered that the use of aggressive humor is affected by education level, gender, and social desirability. People seeking sensation don't care about their old friends and don't look for new friends. For this reason, they don't care about the people who are exposed to aggressive humor are affected badly. This situation increases their use of aggressive humor. Social desirability was also found to be one of the defining characteristics of the use of aggressive humor. Since people who use aggressive humor generally have judgmental and sarcastic conversations, this type of humor is rarely seen in people with high social desirability. Educational level and income also have been found as important factors in the use of aggressive humor. In non-educated female workers with low social desirability, aggressive humor usage was observed more.

As a negative type of humor, aggressive humor is used with the intention to improve relationships with the aim of manipulating, humiliating, or criticizing people in the same environment (Martin, 2007). Aggressive humor is indicating the supremacy of the joke owner to the other people by representing antagonistic humor for the aim of looking for an enjoyable environment by teasing others. It is associated with humiliating and psychologically damaging others with the intention of creating amusement. According to the characteristics of the audience, it can cause a candid laugh or a laugh to hide the down feelings and discomfort.

5.2.2. Self-Defeating Humor

In the article which is "*The relationship of sensation seeking and social desirability with humor styles among Iranian salespersons*";

It was found that educational level, job experience, social desirability, gender, and income affects the use of self-defeating humor. Non-educated female employees with low income and job experience were the most users of the self-defeating humor.

People are prone to use Self-Defeating humor which is called as a "poor me fashion" to contempt themselves with the aim of creating a fun environment and procuring honoring from the others. (Martin et al., 2003).They use this type of humor to gain social acceptance and affirmation by sacrificing own character. It is sometimes used to defeat offensive people by putting themselves to the target before them.

1Nikić G., Travica V., Mitrović M.have made research on the differences in the types of humor of managers and subordinates as well as the kinds of lifestyle they use in the article which is *"Differences between employees and managers regarding socio-emotional competences"*. In the article;

It was hypothesized that managers and subordinates have a huge difference in their humor styles used as well as life satisfaction, emotional intelligence and personality traits. 4 types of humor styles were measured through humor style questionnaire and while there is no important difference in the use of aggressive humor, self-defeating humor and self-enhancing humor between managers and supervisors, this situation was not the same for self-affiliative humor. The search has discovered that managers' use of affiliative humor style is much higher than employees' since it was observed that the managers are more satisfied with their life.

6. Humor and Psychological Well-being in the Workplace

When the articles which are most relevant to the study "Humor within and across Hierarchies" were found, it was seen that the majority of the studies came up with the psychological well-being in the workplace as the consequences of humor in organizations. While the 17 out of 35 articles has been searching the effects of humor on the psychological well-being of organization members through different outcomes, 2 articles out of 17 have studied directly on the relationship between humor and psychological well-being or mental state. While the article "The effect of humor on mental state and work effort" has focused on the relationship between humor types and mental state, the article "Just joking around? employee humor expression as an ingratiatory behavior" has focused on the relationship between humor and psychological well-being of the members through ingratiatory behavior.

Humor and psychological well-being

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Romero E.J. (2005)	The effect of humour on mental state and work effort	The research covered 122 athletes from a university in the Southwest USA. Humor use was measured with the Humour Styles Questionnaire. Work effort was measured with two items, positive mental state with five items and team humour with two items.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	It was found that the use of humor styles especially self-defeating, self-enhancing and affiliative in the individual level have a positive effective role on the mental state of employees in the organizations.
Cooper C.D. (2005)	Just joking around? Employee humor expression as an ingratiatory behavior	Past research on ingratiation and research on humor in organizations were collected and integrated to propose humor as a type of ingratiatory behavior in the workplace.	Review Conceptual	Not explicitly defined. Ingratiation through humor.	The use of ingratiation behavior through humor has made the work and workplace more enjoyable while making employees relish. Ingratiation through humor caused that targeted people experience stronger bonds with the ingratiators.

Table 4. Humor and psychological well-being

Romero E.J. has investigated the humor and mental state in the organizations in the article which is "*The effect of humor on mental state and work effort*". It was found that the use of humor styles especially self-defeating, self-enhancing and affiliative in the individual level have a positive effective role on the mental state of employees in the organizations. It was also observed that there is a significant contribution of the use of humor as a team to the mental state and employees who use humor in their team activities have a more positive mental state.

Cooper C.D. refers to the ingratiatory power of humor in his conceptual article which is "*Just joking around? employee humor expression as an ingratiatory behavior*". Ingratiation is to enable employees, to improve other people's thoughts about themselves in a positive way in order to change the behavior of other people towards themselves. This behavior can be applied to everyone. In the workplace, it can be towards workers, supervisors or subordinates. (Kipnis, Schmidt, & Wilkinson, 1980; Liden & Mitchell, 1988).

Employees may use the ingratiation to reach several aims like being awarded. In order to success ingratiation, it was mentioned that humor has the ingratiation feature. Majority types of humor have a positive effect to achieve ingratiation. The results of using humor as an ingratiatory behavior were examined in terms of the ingratiator and target of the ingratiator. Two useful results were obtained for ingratiation through humor. Firstly, Ingratiator has achieved good behavior as a return from the targeted people whom ingratiation has practiced since this behavior has made ingratiator more attractive in the eyes of targeted people. Second, the use of ingratiation behavior through humor has made the work and workplace more enjoyable while making employees relish. In the results for the target, when the humor was successful, targets have experienced the same outcomes. In addition as an outcome of successful ingratiation through humor, targeted people will experience stronger bonds with the ingratiators. The relationship between the people in the workplace will be higher than before. Overall, all of these positive situations created by ingratiatory power of humor were found that they have positive effects on the employees' psychological well-being.

When the articles have been analyzed, it has been seen that some different articles meet in common points on different topics. When the different common topics have been examined in those 15 articles out of 17, the topic of "humor and psychological well-being of organizations members" has been categorized into 5 different topics which are "humor and stress", "humor and workplace dissatisfaction", "humor and employee burnout", "humor and interpersonal aggression", and " humor and workplace ostracism".

Humor and psychological well-being │ Workplace stress

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Wang R., Chan D.K.S., Goh Y.W., Penfold M., Harper T., Weltewitz T. (2018)	Humor and workplace stress: a longitudinal comparison between Australian and Chinese employees	A total of 250 participants from Australia and People's Republic of China completed our surveys. The time 1 and time 2 surveys were completed electronically online. Perceived stressful rating (PSR) and stress level (Job-related affective well-being scale, JAWS), Humor styles questionnaire (HSQ) were assessed.	Article Empirical, Quantitative	Positive Humor, Negative Humor	Humor usage in the workplace has a positive relation with low stress against stressful work-related events. Positive humor styles (affiliative and self-enhancing humor) have higher positive effects on stress moments than negative humor styles (aggressive and self-defeating humor).
Mathew H.E., Vijayalakshmi V. (2017)	Changing Definitions of Work and Play: Importance of Workplace Humour	A review of existing literature in the concept of humor in the workplace field and the application of workplace humor in an organizational context.	Review Conceptual	Sense of Humor, 4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	When the employees have a strong sense of humor, they acquire a lower level of stress, their reactions become more optimistic and they have more powerful self-esteem.
[No author name available] (2013)	Have fun, make money: Can humor increase workplace effectiveness?	A review of existing literature in the concept of stress, management styles and organizational culture with humor.	Review Conceptual	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating), Sense of Humor	It allows workers to articulate their sentiments, assert ideas easier in the stressful conditions, discharge the pressure when grappling with troublesome conditions, reconstrue the incidents more positively and obtain new perspectives.

Table 5. Workplace Stess

Humor and psychological well-being | Workplace stress | *Continued*

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Lyttle J. (2007)	The judicious use and management of humor in the workplace	Analyzing the existing humor contexts to generate a simple model for a more analytical understanding of humorous interaction.	Article Conceptual	Good and bad humor	The employees who have a powerful sense of humor are more elastic in the face of stressful circumstances.
Wijewardena N., Samaratunge R., Härtel C., Kirk-Brown A. (2016)	Why did the emu cross the road? Exploring employees' perception and expectations of humor in the Australian workplace	The research covered 433 participants. Participants answered the questionnaire consisted of three sections: demographics section, humor behavior at work section, and managers' humor behavior section.	Article Empirical, Quantitative	Workplace Humor	Humor was seen as being stress relief and making employee devoting self to the work.
Torretta A. (2014)	A funny thing happened on the way to the fair: Using humor to decrease stress and increasing productivity	Previous studies on the coping and stress-reducing effects of humor have been reviewed.	Article Conceptual	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	When all types of humor are considered, self-enhancing humor is the main type of humor to cope with stress in terms of creating a hilarious perspective.

Table 6. Workplace Stress - Continued.

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Humor and psychological well-being | Workplace stress | *Continued*

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Plester B. (2009)	Healthy humour: Using humour to cope at work	This paper presents new qualitative empirical data from a 3-year study investigating the influence of humor within the organisational culture. Three key qualitative methods were used: semi-structured interviews; participant observation; and documentary data collection.	Article Empirical, Qualititative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	Humor can be used to lessen indecorous manners to rescue employees from undesirable circumstances and brings alleviation of overstressing. The data of the study implies that humor causes stress relief, in this manner helps to cope with misfortune and affliction in the workplace.
Romero E.J., Arendt L.A. (2011)	Variable effects of humor styles on organizational outcomes	The research covered 349 participants. Job-related stress was measured with the four items of the Anxiety scale. Satisfaction with coworkers, team cooperation, and organizational commitment were measured with the six items. Humor styles were measured with the Humor Styles Questionnaire.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	For the positive humor styles; an important adverse relationship between affiliative humor and stress was seen. For the negative humor styles; an important positive relationship was determined between aggressive humor and stress.
Linstead S. (1985)	Jokers wild: the importance of humour in the maintenance of organizational culture	Speeches that have some jokes inside in the workplace were examined. The stress-relieving effect of these jokes and their connection to the culture in the company were analyzed.	Article Empirical, Qualititative	Not explicitly defined.	The features of humor like mitigating the mistakes, rescuing of ungracious circumstances, building up integrity and dealing with failure were brought to light. It was pointed out that humor is capable of decrease apprehension over being stressful conditions.

Table 7. Workplace Stress - Continued.

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Humor and psychological well-being | Workplace and Employee Dissatisfaction

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Garner J.T., Chandler R.C., Wallace J.D. (2015)	Nothing to Laugh About: Student Interns' Use of Humor in Response to Workplace Dissatisfaction	75 internship students at three universities participated in the study. Qualitative data was collected by asking participants their overall satisfaction with their internship, their supervisor, the organization at which they worked, and any peers with which they interacted regularly.	Article Empirical, Qualitative	Not explicitly defined.	Humorous outpouring changes the result of the frustrating issue so employees achieve to change their disturbing workplace environment. Humorous outpouring has not an effect on the result of the frustrating issue but it creates a softer environment and achieves to make people calm down.
Plester B. (2009)	Healthy humour: Using humour to cope at work	This paper presents new qualitative empirical data from a 3-year study investigating the influence of humor within the organisational culture. Three key qualitative methods were used: semi-structured interviews; participant observation; and documentary data collection.	Article Empirical, Qualitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	Humor is prevention from workplace dissatisfaction. It provides favorable moods that cause a higher grade of job satisfaction.
Romero E.J., Arendt L.A. (2011)	Variable effects of humor styles on organizational outcomes	The research covered 349 participants. Job-related stress was measured with the four items of the Anxiety scale. Satisfaction with coworkers, team cooperation, and organizational commitment were measured with the six items. Humor styles were measured with the Humor Styles Questionnaire.	Review Conceptual	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	For the positive humor styles; an important adverse relationship between affiliative humor and stress was seen. For the negative humor styles; an important positive relationship was determined between aggressive humor and stress.

Table 8. Workplace and Employee Dissatifaction

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Humor and psychological well-being | Employee Burnout

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Avtgis T.A., Taber K.R. (2006)	"I Laughed so Hard My Side Hurts, or is That an Ulcer? "The Influence of Work Humor on Job Stress, Job Satisfaction, and Burnout Among Print Media Employees	52 employees at three newspapers in a media market participated. Job stress and job satisfaction were measured using the Sources of Pressure subscale and the Job Satisfaction subscale, Job stress was assessed through a six-item measure and job satisfaction was measured through a ten-item measure.	Article Empirical, Quantitative	Aggressive Humor, Self-Defeating Humor, Sense of Humor	Self-defeating humor was related to sentimental fatigue and depersonalization, although, aggressive humor was related to workplace stress and reduced job pleasure. Discoveries of this article supply to the studies of employee burnout syndrome.
Mathew H.E., Vijayalakshmi V. (2017)	Changing Definitions of Work and Play: Importance of Workplace Humour	A review of existing literature in the concept of humor in the workplace field and the application of workplace humor in an organizational context.	Review Conceptual	Sense of Humor, 4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	It was shown that burnout caused by overstressing can be decreased or obviated through humor usage and it will diminish tension and create new perspectives in a healthier way.
Mesmer-Magnus J., Glew D.J., Viswesvaran C. (2012)	A meta-analysis of positive humor in the workplace	A literature review and meta-analysis have been done to explore the possibility to have a link between positive humor and employee health (e.g. burnout, health), job satisfaction, perceived supervisor/leader effectiveness, workplace stress on employee burnout.	Article Conceptual	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	This article fully supports our systematic literature review. Positive employee humor was divided into four; stress, burnout, coping and health, and discussed the general characteristics.

Table 9. Employee Burnout

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Humor and psychological well-being | Interpersonal Aggression

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Cheng D., Amarnani R., Le T., Restubog S. (2019)	Laughter Is (Powerful) Medicine: the Effects of Humor Exposure on the Well-being of Victims of Aggression	298 participants watched videos, which depicted a person being aggressive toward them. Depending upon what condition they were randomly allocated to (no humor vs. humor), the video may have contained humorous stimuli. Participants indicated what they thought about the video, the person in the video, and themselves through a survey.	Article Empirical, Quantitative	Not explicitly defined.	Humor is obtained as an advantageous instrument to contend with the damaging effects of interpersonal aggression on the victims. It is also observed that the sense of power has a mediating role in the effect of humor on the damages of interpersonal aggression.
Vinton K.L. (1989)	Humor in the workplace: It Is More Than Telling Jokes	The researcher spent a total of seven weeks at QRS that is a manufacturing company used as a research site. Data were collected in field notes based upon the researcher's daily observations at QRS.	Article Empirical, Qualititative	Teasing, Self-ridiculing jokes signaled (1) Puns (2) Goofing off (slapstick) (3) Jokes/anecdotes (humorous self-ridicule, bawdy jokes (sexual or racial basis), industry jokes) (4) teasing (teasing to get things done, (bantering-the great leveler)	Humor was found to be very handy at work with the ability to create a friendly working environment. Especially making fun of yourself has created a very pleasant workplace atmosphere. Employees exposed to these jokes have become more calm and friendly at work.
Yam K.C., Barnes C.M., Leavitt K., Wei W., Lau J., Uhlmann E.L.	Why so serious? A laboratory and field investigation of the link between morality and humor	In total 970 participants were provided surveys with jokes and written captions and were asked to rate them on a 7-point scale. 5 different studies have been done.	Article Empirical, Quantitative	Not explicitly defined.	Although humor increases the likeability of people, it can lead to a decrease in trust between them. Nevertheless, humor and likeability succeeded in creating a more friendly environment and reducing interpersonal aggression.

Table 10. Interpersonal Aggression

Humor and psychological well-being | Workplace Ostracism

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Chen Y., Li S. (2019)	The relationship between workplace ostracism and sleep quality: A mediated moderation model	A total of 403 valid questionnaires to measure the workplace ostracism and psychological detachment were obtained from participants in full-time employment in China.	Article Empirical, Quantitative	Not explicitly defined.	It was found that there is a moderating effect of humor between psychological detachment and workplace ostracism which means harming effects will be more innocuous for psychological detachment when the level of coping humor is high. Humor is useful for employees having bad experiences in their social interactions and therefore having problems while dropping asleep.
Neves P., e Cunha M.P. (2018)	Exploring a model of workplace ostracism: The value of coworker humor	Data were collected from 563 employee-supervisor dyads to measure interpersonal deviance and workplace ostracism. For all the measures 5-point Likert-type scales were used.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	It was found that there is a moderating effect of employee humor on the positive relationship between workplace ostracism and abusive supervision. When the level of employee humor is lower, the stipulatory indirect effect of abusive supervision on interpersonal deviation caused by workplace ostracism is higher.

Table 11. Workplace Ostracism

6.1. Workplace Stress

When the different common topics have been examined in those 15 articles out of 17, 9 articles out of 15 have been seen related to the relationship between humor use and the psychological well-being of organization members through workplace stress.

U.S. companies have costs of $300 billion per year just because of workplace stress because it causes non-attendance, mishaps, and medical expenditure. (James, 2003). Humor is a significant mental, sentimental, and social coping mechanism in the face of stress. Transactional stress theory defines the size of the effect of stress on people relies upon their own perception (Lazarus and Folkman 1984). People have more positive regulation power in their life, unexpected situations and anxious circumstances, owing to humor using. Humor shows them the affirmative side of the problematic life events. (Martin et al. 2003). Humor aids people to evade being too sentimental facing nerve-wracking incidents and share this feature with the team members (Robert and Wilbanks 2012).

Wang R., Chan D.K.S., Goh Y.W., Penfold M., Harper T., and Weltewitz T. have measured the level of anxiety, the level of humor usage and its types in "*Humor and workplace stress: a longitudinal comparison between Australian and Chinese employees*". According to employees' answers about 'how stress caused anxiety on them' and 'the level of humorous reaction they have against these annoying situations', they have proven that humor usage in the workplace has a positive relation with low stress against stressful work-related events.

When they have investigated the types of humor through 'Humor Style Questionnaire', it was realized that the positive humor styles (affiliative and self-enhancing humor) have higher positive effects on stress moments than negative humor styles (aggressive and self-defeating humor). Humor usage allows employees mental alternatives, besides providing positive reactions in dealing with annoying circumstances. It can help people to perceive stressful conditions softer and even to see the positive sides of the events.

Mathew H.E. and Vijayalakshmi V. refer also that humor is a coping mechanism for stress in the review which " *Changing Definitions of Work and Play: Importance of Workplace Humour*".

It is said that when people confront troublesome circumstances, they feel more comfortable using humor as it reduces stress. When employees make fun in the face of predicaments, they create control over the situations and ascendancy, hence, they

achieve to surmount anxiety and stress proposes that if the employees have a strong sense of humor acquires a lower level of stress, reactions become more optimistic and they have more powerful self-esteem.

In the review "*Have fun, make money: Can humor increase workplace effectiveness?*" it was said that;

Positive humor has good work on making employees feel nicer in the circumstances in which they faced challenges, especially self- enhancing humor diminishes the stress level. Interpersonal humor decreases the collisions between the workers and enhances relationships. Humor is a coping instrument against stress or promote social interaction under stressful conditions. It allows workers to articulate their sentiments, assert ideas easier in the stressful conditions, discharge the pressure when grappling with troublesome conditions, reconstrue the incidents more positively and obtain new perspectives. In the results of the review, it was also seen that employee humor has a negative relationship with employee burnout and stress but has a positive relationship with employee physical and mental health in the meantime work efficiency.

Lyttle J. claims also that humor is a stress relief and ensure the team coalition and worker motivation, idea creation in the article "*The judicious use and management of humor in the workplace*". In addition, he attaches that the employees who have a powerful sense of humor are more elastic in the face of stressful circumstances.

Wijewardena N., Samaratunge R., Härtel C., Kirk-Brown A. touched on the stress-relieving function of humor in "*Why did the emu cross the road? Exploring employees' perception and expectations of humor in the Australian workplace*".

One of the main functions of humor was seen as being stress relief and making employee devoting self to the work. Stress has an improving expense for the workplace, humor plays a manageable role in mitigating stress at work. There fore developing powerful relationship is crucial for employees in organizations and humor is an essential tool. The results show that 68% of employees anticipated their managers to participate in humorous conversations with them.

Torretta A. has written an article which is "*A funny thing happened on the way to the fair: Using humor to decrease stress and increasing productivity*" and touched upon humor and stress.

Humor was referred to as one of the biggest coping mechanism for workplace stress. Studies show that humor is not only useful to cope with stress but also having a sense of humor plays an important role. When all types of humor are considered, self-

enhancing humor is the main type of humor to cope with stress in terms of creating a hilarious perspective.

Plester B. offers in the article which is "*Healthy humour: Using humour to cope at work*" that humor is a protector for employees from tedium at work.

Humor can be used to lessen indecorous manners to rescue employees from undesirable circumstances and brings alleviation of overstressing. Accordingly, swearwords and humor may be seen in the workplace and provides a comprehensive coping strategy that is acceptable by employees who has a sense of humor. As seen in previous studies, humor causes shared laughter and accordingly positive feelings and an optimistic environment is showed up. The data of the study implies that humor causes stress relief, in this manner helps to cope with misfortune and affliction in the workplace. Moreover, it diminishes the comments and requisitions made by colleagues.

Romero E.J. and Arendt L.A. have made a research about humor styles and their organizational outcomes in the article which is " *Variable effects of humor styles on organizational outcomes*"

In the article one of the research topics was the relationship between humor styles and stress. According to results, for the positive humor styles; an important adverse relationship between affiliative humor and stress was seen but the relationship between self-enhancing humor and stress could not be understood clearly. For the negative humor styles; an important positive relationship was determined between aggressive humor and stress but the relationship between self-defeating humor and stress could not be exposed.

Linstead S. touched on the coping mechanism feature of humor in the article which is "*Jokers wild: the importance of humour in the maintenance of organizational culture*".

The features of humor like mitigating the mistakes, rescuing of ungracious circumstances, building up integrity and dealing with failure were brought to light. It was pointed out that humor is capable of decrease apprehension over being unsuccessful and hopelessness in stressful conditions.

6.2. Workplace and Employee Dissatisfaction

From the 17 articles which focused on the effects of humor use on the psychological well-being of workers, 3 of them observed the mediated effect of workplace and employee dissatisfaction on the relationship between humor and the psychological well-being of the organization members.

Garner J.T., Chandler R.C., Wallace J.D have made the exploratory to comprehend the goals and outcomes of humor usage as a reaction against workplace and employee dissatisfaction in the "*Nothing to Laugh About: Student Interns' Use of Humor in Response to Workplace Dissatisfaction*". In every corporation and organization, dissatisfaction is an inevitable reality and members of the organizations have various alternatives to react against displeased situations. They have the possibility to make supervisors understand about their troubles or even they may leave the organizations Hirschman (1970). Humor facilitates inferior employees to query the system and the authority without demolishing it (Plester & Orams, 2008, p. 253). In troubles which has difficulty to convey them, the most appropriate communication method has humor since it masks the antagonism. (Averbeck & Hample, 2008) Humor is a significant instrument for employees negotiating their troubles as it allows employees to voice their exasperations by avoiding risky circumstances which can be caused by manifests of employees. (Lynch, 2009; Tracy, Myers, & Scott, 2006). *Garner J.T., Chandler R.C., Wallace J.D* have come up with the aims and the consequences of humor usage in the face of workplace dissatisfaction.

According to the article; the first goal was observed as an aim to fulfill an alteration. Workers used humor due to the fact that they needed to change something in their working life. Second, workers were observed that they used humor because they feel better in the situations which they were dissatisfied with, eventually. Humor has become an instrument to voice their feelings easily without frustrating someone or self. Third, dissatisfied workers used humor to create a fun environment for others. In this way, they try to gain acceptance in the workplace. Last, it was seen that employees use humor when they beware to share their dissatisfying problems because of fearing to cause unintended consequences. To protect their impressions but in the meantime to share their troubles humor became a significant tool. As consequences of humor for employee dissatisfaction *Garner J.T., Chandler R.C., and Wallace J.D* have discovered major concepts. First, humorous outpouring changes the result of the frustrating issue so employees achieve to change their disturbing workplace environment. Second, humorous outpouring has not an effect on the result of the

frustrating issue but it creates a softer environment and achieves to make people calm down.

Plester B. also offers in the article which is _"Healthy humour: Using humour to cope at work"_ that humor is prevention from workplace dissatisfaction. It provides favorable moods that cause a higher grade of job satisfaction.

Romero E.J., and Arendt L.A. have made a research about humor styles and their organizational outcomes in the article which is " _Variable effects of humor styles on organizational outcomes_" In the article one of the research topics was the relationship between humor styles and workplace satisfaction. According to results, for the positive humor styles; an important positive relationship between affiliative humor and satisfaction with coworkers was seen but the relationship between self-enhancing humor and satisfaction with coworkers could not be understood clearly. For the negative humor styles; an important negative relationship was determined between aggressive humor and satisfaction with coworkers but the relationship between self-defeating humor and satisfaction with coworkers could not be exposed.

6.3. Employee Burnout

When the different common topics were examined, 3 articles out of 15 were found related to the relationship between humor use and the psychological well-being of organization members through the employee burnout.

Avtgis T.A., and Taber K.R. have made a research about employee burnout in the article _"I Laughed so Hard My Side Hurts, or is That an Ulcer? The Influence of Work Humor on Job Stress, Job Satisfaction, and Burnout Among Print Media Employees"_ Avtgis T.A., and Taber K.R. have proposed that self-defeating humor and aggressive humor have positive relationships with sentimental fatigue and depersonalization, job stress, meanwhile, self-defeating humor and aggressive humor have a negative relationship with individual achievement and work satisfaction. Additionally, affiliative humor and self-enhancing humor have a negative relationship with sentimental fatigue and depersonalization, job stress, meanwhile; affiliative humor and self-enhancing humor have a positive relationship with personal accomplishment. This study showed the connections between negative humor and employee burnout and stress. As a matter of fact, negative humor has fragmented in itself. Precisely, self-defeating humor was related to sentimental fatigue and depersonalization, although, aggressive humor was related to workplace stress and reduced job pleasure. Discoveries of this article supply to the studies of employee burnout syndrome.

Mathew H.E. and Vijayalakshmi V. refer also that humor is a coping mechanism for burnout in the review which "*Changing Definitions of Work and Play: Importance of Workplace Humour*". It is shown that burnout caused by overstressing can be decreased or obviated through humor usage and it will diminish tension and create new perspectives in a healthier way.

Mesmer-Magnus J., Glew D.J., Viswesvaran C. A have made a general overview of the effects of the positive employee on the psychological well-being in the article which is "*Meta-analysis of positive humor in the workplace*". This article fully supports our systematic literature review. Positive employee humor was divided into four; stress, burnout, coping and health, and discussed the general characteristics examined above in more detail.

In the review employee burnout was found that it is caused by overstressing in organizations. It is the peculiarity of depressing fatigue, feelings of disappointment, dissatisfaction, frustration, annoyance, and misanthropy (Maslach, 2003; Maslach & Goldberg, 1998). Burnout is comprised of sentimental fatigue, depersonalization which means a high level of disconnection with the coworkers, and last, a depleted personal achievement which means feeling incapacitated, incapable and fruitless (Maslach 1993).

6.4. Interpersonal Aggression

3 of the 17 articles on humor and the psychological well-being of workers found humor as a mediator on the effects of interpersonal aggression in the workplace on the psychological well-being of the workers.

Interpersonal aggression is deliberate actions committed versus other workers for the purpose of eliciting sentimental, psychological or physical harm (Neuman & Baron, 1998). Shouting someone, using disparaging nicknames, insulting management, and tactlessness are examples of interpersonal aggression (Aquino & Thau, 2009; Hershcovis et al., 2007). For the sufferers which are the victims, investigations have explored that interpersonal aggression is connected to psychological distress (Hershcovis & Barling,2010), job stress (Agervold & Mikkelsen, 2004), depression and anxiety (Haines, Marchand, & Harvey, 2006; Maslach, Schaufeli, & Leiter, 2001). Interpersonal aggression in organizations is linked with power (Fast & Chen, 2009; Hershcovis & Barling, 2010; Hershcovis, Reich, Parker, & Bozeman, 2012) by being offensive to build-up more power and impair the power of victims. Powerful workers are liable to carry out more aggression to employees who have lower power (Pearson

& Porath, 2005). Interpersonal workplace aggression endangers the victims and makes them feel crushed and incapable. Nevertheless, using interpersonal humor in the workplace can be a solution to mitigate the offending outcomes of interpersonal aggression.

While there is not enough study about whether humor is a useful tool to prevent intellectual harms of interpersonal aggression in the workplace, *Cheng D., Amarnani R., Le T., and Restubog S.* have studied whether humorous approach is worthwhile in the workplace to ward off interpersonal aggression, in the article "*Laughter Is (Powerful) Medicine: the Effects of Humor Exposure on the Well-being of Victims of Aggression*". They have proposed that humorous expressing affects psychological well-being in a positive way in the interpersonal aggression circumstances. Moreover, sense of power is a moderator in the positive relationship between humorous approach and psychological well-being of the victims of interpersonal aggression.

As a result of the study, humor is obtained as an advantageous instrument to contend with the damaging effects of interpersonal aggression on the victims. It is also observed that the sense of power has a mediating role in the effect of humor on the damages of interpersonal aggression. These outcomes not only show the influential effect of a humorous approach on interpersonal aggression but also express the mitigating and coping role of the humor in the face of mental anguish and stress. When the pervasiveness and considerable cost of interpersonal aggression in the workplace are conceived, the study exhibits that a humorous approach that has relatively lower costs and broad attainability in the workplace, for instance, creating free funny time in the workplace, will be an irreplaceable strategy for the organizations.

Vinton K.L. has searched the humor and workplace tension caused by interpersonal aggression in the article which is "*Humor in the workplace: It Is More Than Telling Jokes*". Humor was found to be very handy at work with the ability to create a friendly working environment. Especially making fun of yourself has created a very pleasant workplace atmosphere. Employees exposed to these jokes have become more calm and friendly at work.

Yam K.C., Barnes C.M., Leavitt K., Wei W., Lau J., Uhlmann E.L. have referred the use of humor according to moral identity, trust, and likeability in the article which is "*Why so serious? A laboratory and field investigation of the link between morality and humor*". It was found that a decrease in humor usage in the employees having a higher moral identity. Whether humor is offensive or not, people with high moral identity, use the humor less in their daily lives and workplaces. Since employees with a high moral

identity do not use humor, their likeability by other employees falls but the perceived trust increases. Although humor increases the likeability of people, it can lead to a decrease in trust between them. Nevertheless, humor and likeability succeeded in creating a more friendly environment and reducing interpersonal aggression.

6.5. Workplace Ostracism

When the different common topics have been examined, 2 articles out of 17 were found related to the relationship between humor use and the psychological well-being of organization members through the workplace ostracism.

Ostracism is one of the biggest problem in the organizations (Eisenberger et al., 2003). It means that when employees discern themselves to be disregarded, precluded, and irreverently dealt with by their colleagues (Ferris et al., 2008a). Ostracism is a widespread matter of fact in the workplace as well. Employees may feel solitary or incoherent from their co-workers in social interrelations. This can cause many problems in the workplace like stress, anxiety, hurting someone psychologically or even in physically health (Williams, 2007; Robinson et al., 2013; Zhu et al., 2017). It can be considered as a stressor and can lead to overstressing in the workplace. (Chung, 2018). Workers who are exposed to workplace ostracism have the potential to sustain damaging emotions. Ostracized workers lose their self-esteem and their social relations with colleagues become weaker (Jahanzeb and Fatima, 2017; Yang and Treadway, 2018)

Chen Y. and Li S. have analyzed that the moderating effect of coping humor on negative effects of workplace ostracism on psychological detachment in the article which is "*The relationship between workplace ostracism and sleep quality: A mediated moderation model*".

In our modern society, workers not only work in the workplace but they carry the work-related issues in their mind day and night. Few can success standing out from the business thoughts. Psychological detachment is feeling mentally detached from business operations. One of the biggest enemies of psychological detachment is workplace ostracism. There is a strong negative relationship between workplace ostracism and psychological detachment. (Chen Y. and Li S.) It is also said that since without psychological detachment people can not have a healthy sleep at night, also psychological detachment causes an increase in sleep quality. Since coping humor aids employees to overcome with hard situations and to reduce the negative mental problems in the workplace like overstressing and anxiety; it is a beneficial instrument

to deal with negative operations. Ostracized employees who use humor to cope with negative issues in their lives are better to regain their self-respect and self-assurance in the workplace (Sliter et al., 2014). Chen Y. and Li S. have proven the moderating effect of humor between psychological detachment and workplace ostracism which means harming effects will be more innocuous for psychological detachment when the level of coping humor is high. It was also said that humor is useful for employees having nasty experiences in their social interactions and therefore having problems while dropping asleep. Chen Y. and Li S. have also proven the moderating effect of humor between sleep quality of employees and workplace ostracism. When the level of humor in the workplace is high ostracism can not decrease the sleep quality of the employees too much.

Neves P. and Cunha M.P. associate workplace ostracism with abusive supervision and interpersonal deviance in the article which is " *Exploring a model of workplace ostracism: The value of coworker humor*".

Abusive supervision means supervisors' unfriendly or rude viva voce or nonverbal acts to the subordinates (Tepper, 2000). The primary reasons for abusive supervision can be because of the characteristics features or leadership style of the supervisor, or characteristics of subordinates like being narcist (Zhang & Bednall, 2015).

According to the article, workplace ostracism is positively connected with abusive supervision employee humor as a prophylactic strategy is mentioned to remedy this situation. In the results of the article, Neves P. and Cunha M.P. have proposed the moderating effect of employee humor on the positive relationship between workplace ostracism and abusive supervision. It means when the employees in the same workplace use coworker humor each other and with their supervisors, the level of workplace ostracism which caused by abusive supervision is lower. Interpersonal deviance which is detrimental to the prosperity and well-being of workers by breaking organizational standards, also correlated with abusive supervision and workplace ostracism. Neves P. and Cunha M.P. have proposed that when the level of employee humor is lower, the stipulatory indirect effect of abusive supervision on interpersonal deviation caused by workplace ostracism is higher.

7. Supervisor Support for Humor

When the articles which are most relevant to the study "Humor within and across Hierarchies" were found, it has been seen that some of the studies came up with the importance of supervisors' support for humor in the organizations. 4 out of 35 articles were found searching the effects of a humorous atmosphere supported by supervisors.

Leaders have a huge impact on organizational acculturation, efficiency. Especially, their attitude towards humor affects the humor climate and its consequences in the workplace. (e.g., Schnurr, 2009). Supervisors' humor in response to their subordinates' humor in the workplace has become a research topic in the organizational humor area. The humor styles of managers were found to be associated with their subordinates' positive humor usage to balance the authority levels in organizations (Romero & Cruthirds, 2006). In particular, self-enhancing humor was found as a creator of team cohesiveness and group unification. Moreover, when subordinates have used this type of humor, they have achieved to endear themselves to the managers or team leaders (Martin et al., 2003; Romero & Cruthirds, 2006). Supervisors' support for humor has defined as a necessity to avoid overstressing at work and establish a sense for employees by creating a humorous atmosphere in the organizations.

Supervisor Support for Humor

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Chen H., Ayoun B. (2019)	Is negative workplace humor really all that "negative"? Workplace humor and hospitality employees' job embeddedness	The sample of the study consisted of undergraduate students in hospitality management schools and full-time entry-level restaurant employees. Workplace fun, supervisor support for humor and humor styles were measured with Likert scales.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	The positive relationship between affiliative humor and workers' perceived workplace fun was proven. The organizations in which the use of affiliative humor is high, it was seen that perceived supervisor support for fun and perceived coworker socializing is also high. In the organizations in which the use of aggressive humor is high, it was seen that perceived supervisor support for fun and perceived coworker socializing is low.
Robert C., Yan W. (2005)	Why would a duck walk into a bar? A theoretical examination of humor and culture in organizations	The literature about humor and incongruity, humor in tight cultures, humor effects in organizations and its moderation by culture were reviewed.	Conference Paper Conceptual	Not explicitly defined.	The culture of the organizations was found as a moderating factor on the humor effectiveness in the organizations. The importance of encouraging the use of humor by supervisors in the establishment of a culture of humor in companies was emphasized.
Decker W.H., Rotondo D.M. (1999)	Use of humor at work: Predictors and implications	This study examined 359 business school graduates' self-reported sense of humor, their use of humor at work, and perceptions of their supervisors' use of humor.	Article Empirical, Quantitative	Positive Humor, Negative Humor	The type of humor chosen by the subordinates changes according to the type of humor used by their superiors. While the subordinates credit themselves for the positive humor they used, they found their superiors responsible for the negative humor they used.
Blanchard A.L., Stewart O.J., Cann A., Follman L. (2014)	Making sense of humor at work	373 full-time employees from a variety of organizations completed the survey online. Role ambiguity, humor climate, perceived organizational support and organizational identity were measured on Likert scales.	Article Empirical, Quantitative	Positive Humor, Negative Humor	Supervisor support for humor affects the subordinates' positive humor usage positively but affects the subordinates' negative humor usage negatively. This feature of supervisor support for humor was found one of the biggest determinants of organizational sensemaking.

Table 12. Supervisor Support for Humor

Chen H., Ayoun B. refer supervisor support for fun as a mediator for using negative and positive humor by employees in the organizations in the article which is "Is *negative workplace humor really all that "negative?". Workplace humor and hospitality employees' job embeddedness*"

The level of perceived supervisor support for humor and the coworker socializing were generalized as workplace fun. Improved group coherency and job satisfaction have an increasing effect on perceived workplace fun (McDowell, 2005). It was assumed that as a positive type of humor, affiliative humor was associated with workplace fun consisting of coworker socializing and supervisor support for fun. Chen H. and Ayoun B. have made research on the relationship between affiliative humor usage and workplace fun in the organizations in this article. The positive relationship between affiliative humor and workers' perceived workplace fun was proven. The organizations in which the use of affiliative humor is high, it was seen that perceived supervisor support for fun and perceived coworker socializing is also high.

It was assumed that as a negative type of humor, aggressive humor was associated with workplace fun consisting of coworker socializing and supervisor support for fun. When the workers used aggressive humor in the organizations, they are in a tendency to see the relationships with their coworkers more negatively and they feel solitary.

In addition to this article, in the research about the relationship between aggressive humor usage and workplace fun in organizations; the negative relationship between aggressive humor and workers' perceived workplace fun was proven. In the organizations in which the use of aggressive humor is high, it was seen that perceived supervisor support for fun and perceived coworker socializing is low.

Robert C. and Yan W. have studied the supervisor support for humor, culture and job performance in the article which is "*Why would a duck walk into a bar? A theoretical examination of humor and culture in organizations*". In the article, it was said that humor can have a positive effect for everyone if it is understood by everyone in the cross-cultural organizations. Therefore, the culture of the organizations was found as a moderating factor on the humor effectiveness in the organizations. It was also referred to the feature of humor that is enhancing the creativity and group cohesiveness in the organizations. Furthermore, it was observed that since the usability and understandability of humor is high in the loose culture organizations, the creativity and group cohesiveness which cause an increase in job performance are better. However, in tight culture organizations, this situation is the exact opposite. In

the article, the importance of encouraging the use of humor by supervisors in the establishment of a culture of humor in companies was emphasized.

Decker W.H. and Rotondo D.M. associate the types of humor used by subordinates with types of humor used by supervisors in "*Use of humor at work: Predictors and implications*". According to the article, the type of humor chosen by the subordinates changes according to the type of humor used by their superiors. In the study, while the subordinates credit themselves for the positive humor they used, they found their superiors responsible for the negative humor they used.

Blanchard A.L., Stewart O.J., Cann A., and Follman L. have investigated the supervisor's support for humor and its consequences in the article which is "*Making sense of humor at work*". Supervisor support for humor in the organizations was found that it affects the subordinates' positive humor usage positively but affects the subordinates' negative humor usage negatively. This means that when the supervisors meet the employee humor positively, it will create a humorous atmosphere and encourage the employees for the use of humor. This feature of supervisor support for humor was found one of the biggest determinants of organizational sensemaking.

Organizational sensemaking is the process in which people give meaning to their common goals. The academic approach for organizational sensemaking is helpful to comprehend humor in organizations (Weick, 1979, 1995). The personal character which means grasping the own as a worker or as a human is affected by sensemaking. Moreover, organizational identification which means making sense between an individual character with the organization is affected by organizational sensemaking (Ashforth, Rogers, & Corley, 2011). The sensemaking process brings an increase in the level of denotation which employees create in the workplace and creates a positive contribution in personal and organizational identity. When the employees and their colleagues perceive their organizations as encouraging, this situation will create an affirmative impact on the sensemaking proceeding. Accordingly, workers' thoughts for complicated circumstances at work will become more optimistic and their ability to overcome stressful conditions will increase. When the employees and their colleagues perceive their organizations as unsupportive, this situation will make an unfavorable impact on the sensemaking process.

The sensemaking process takes place in an organizational area and the workers' insights for the level of organization's backing is an important decisive criterion for it. The level of beliefs of the workers for giving importance to their rights by organizations

determines the perceived organizational support (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002).

In the article which is called "*Making sense of humor at work*", it was seen that there is a relationship between supervisor support of humor and perceived organizational humor. When supervisors support the humorous atmosphere in the workplace, employees' perception of organizational support increases. It was also observed that the positive relationship between perceived organizational support and the use of positive humor is stronger when the supervisor's support for humor is higher.(Blanchard A.L., Stewart O.J., Cann A., and Follman L.)

One of the most important areas of sensemaking procedure occurs in the equivocal circumstances in the workplace. Role ambiguity is an example of equivocal situations in the workplace. It means that exiguity of work requirement comprehensibility. (Eatough, Chang, Miloslavic, & Johnson, 2011). Blanchard A.L., Stewart O.J., Cann A., and Follman L. have also studied the relationship between perceived organizational support and role ambiguity supervisor's support for humor and its consequences in the article which is called "*Making sense of humor at work*". According to results, a strong relationship between the humorous atmosphere and role ambiguity has shown up. Humorous atmosphere effects role ambiguity positively. When the humor supported by supervisors with an increase in the humorous atmosphere of organization and perceived organizational support, role ambiguity decreases.

Employees' effort to comprehend role ambiguity in their organizations through humor sensemaking causes organizational identification. Organizational identification is the mental connection between the organization and the employees. It shows the employees' commitment to their organizations (Ashforth et al., 2008).

Blanchard A.L., Stewart O.J., Cann A., and Follman L. have proven also the relationship between positive humor climate supported by supervisors and organizational identification in the article which is "*Making sense of humor at work*". It was seen that there is a strong positive relationship between positive humor climate supported by leaders and organizational identification. When the humor climate is established by supervisor support for humor it will cause an increase in employees' organizational identification.

When the topic is organizational identification job embeddedness becomes an important context. Job embeddedness concerns the components to enforce employees to stay in organizations (Mitchell et al., 2001)

Chen H. and Ayoun B. have made research on the relationship between job embeddedness, and coworker socializing and perceived supervisor support for fun in the organizations in the article which is "*Is negative workplace humor really all that "negative"? Workplace humor and hospitality employees' job embeddedness*" The positive relation between perceived supervisor support for fun and job embeddedness was proven. Nevertheless, a significant relationship between job embeddedness and coworker socializing was not revealed.

8. Consequences of Humor at Work by Gender

From the 35 articles which focused on the effects of humor use in the organizations, 3 articles examined humor separately for women and men. It was compared to the effects of humor when used by women and the effects that occur when used by men. It was also put forward a study on which type of humor women and men are more likely to use.

Clason M.A. has focused on humor usage among the employees working in the masculine manufacturing organizations in the article which is "*Managing Sexual Joking in Manufacturing Organizations: Harassment or Humor?".*

 In this study, it was searched how to prevent organizational tensions caused by humor. Interviews with workers in the male-dominated workplace, such as the production site, revealed that male workers used 2 methods to avoid disturbing women. One of these is "excluding women" and the other is "rendering women". In order not to disturb women, the male workers tried to make their sexual humor where they were absent or at a distance from them. They thought that sexual humor will not harm anyone when doing it by excluding women. The fact that such jokes were made all day long away from female employees in the workplace was still noticed by them and found disturbing. Second method to avoid disturbing female workers was rendering women. In the interview with the male workers, male workers were told about their sexist jokes; some women employees found it uncomfortable, some women received it appropriately and some even said it was funny.

As a result of this, they continued to perform sexist jokes by separating women. While they did not make such jokes with the women employees they thought they would disturb, they continued to make jokes with the women who could understand their jokes. One of the most distinctive model for rendering women was separating them from office workers and manufacturing workers. While male workers said that women working in the offices were harsh against sexist jokes and that most of the women working in the production area were more understanding.

Consequences of Humor at Work by Gender

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Evans J.B., Slaughter J.E., Ellis A.P.J., Rivin J.M. (2019)	Gender and the evaluation of humor at work	216 participants participated in an experiment consisting of 4 video recordings, with and without humor, twice.	Article Empirical, Qualititative	Sexual Joking	The effects of humor usage of a person on their perceived position, depending on the men and women were observed. While men workers' use of humor leads to an increase in their perceived status, women workers' use of humor has a negative effect on perceptions of status.
Martin D.M., Rich C.O., Gayle B.M. (2004)	Humor works: Communication style and humor functions in manager/subordinate relationships	In the experiment graduate, undergraduate students and manager/subordinate dyads participated in the experiment which has communicator style measure (CSM) that measures communicator image, Uses of Humor Index (UHI) and demographic questions.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	Male workers used all the 3 types of humor which are positive, negative and expressive, affluently in regard to female workers. Female employees lagged behind male workers in the use of positive, negative and expressive humor types. Overall, it was seen that gender has an important place in the use of humor in the organizational area.
Clason M.A. (2019)	Managing Sexual Joking in Manufacturing Organizations: Harassment or Humor?	This article examines the discourse about sexual harassment and humor using the tension-centered approach. Data were obtained from 20 in-depth interviews of men and women working full time for two consecutive years in one manufacturing organization.	Article Empirical, Qualititative	Positive Humor, Negative Humor	Interviews with workers in the male-dominated workplace, such as the production site, revealed that male workers used 2 methods to avoid disturbing women. One of these is "excluding women" and the other is "rendering women".

Table 13. Consequences of Humor at Work by Gender

Evans J.B., Slaughter J.E., Ellis A.P.J., Rivin J.M. have studied the beneficial consequences of humor on the status that can vary in different genders in the article which is "*Gender and the evaluation of humor at work*".

The way employees behave can affect the perception of their status. Their frequency of using humor is one of the defining characteristics of these behaviors. In the connection between humor and status, it was observed that gender has an important position. The effects of humor use were seen as different in men and women. Evans J.B., Slaughter J.E., Ellis A.P.J., Rivin J.M have proven that the effects of humor usage of a person on their perceived position, depending on the men and women. While men workers' use of humor leads to an increase in their perceived status, women workers' use of humor has a negative effect on perceptions of status.

One of the biggest outcomes of having a high status in the workplace is getting positive performance evaluations. When people perceive someone's status more than they have, their views about them are more positive than the status in which they are. (Magee & Galinsky, 2008) Since the direct effect of humor usage on the perceptions of status were defined before, the indirect effect of the humor on the performance evaluations of workers can be seen. As the effect of the humor on perceptions of status changing with different genders, the indirect effect of the humor on the employees' performance evaluations is changing with different genders as well.

Evans J.B., Slaughter J.E., Ellis A.P.J., Rivin J.M. have investigated the indirect effects of humor on performance evaluations of employees depending on their gender in the article which is "*Gender and the evaluation of humor at work*".

The indirect effect of humor has positive effects on the performance evaluations of men while having a negative impact on the performance evaluations of women. That is, when men employees use humor their perceptions of status are seen higher, it causes an increase in their performance evaluations. This means that the performance of a male employee using humor is better evaluated than it is. When women employees use humor their perceptions of status are seen lower, it results in a decrease in their performance evaluations. This means that the performance of a female employee using humor is worse evaluated than it is.

Martin D.M., Rich C.O., Gayle B.M. have made a search whether the gender of employees associated with the use of positive, negative and expressive humor in the article which is "*Humor works: Communication style and humor functions in manager/subordinate relationships*".

Important outcomes related with the use of humor and communication style were observed. In the empirical search, men employees have high eventuality to give the report by using negative types of humor besides the men employees have higher eventuality to give the report by using expressive humor. Within the manager groups, male managers used more humor than female managers, as well as negative humor types. Within the subordinate group, male workers used all the 3 types of humor which are positive, negative and expressive, affluently in regard to female workers. Female employees lagged behind male workers in the use of positive, negative and expressive humor types. Overall, it was seen that gender has an important place in the use of humor in the organizational area.

In stressful and difficult working conditions, humor has always been an entertaining factor. Although there is a good method of relieving stress in people who do humor and have fun together, it can be uncomfortable for other people in the same environment. For example, in a male-dominated work environment, the jokes of men among themselves can be detrimental to women. Even though men can tolerate sexual jokes and even have fun, this is not the case with women. Women are liable to find sexual jokes unsuitable in the workplace. (Kinney, 2003; Williams, Brown, Lees-Haley, & Price, 1995). When women encounter sexist jokes in the workplace, they have bad feelings and find them disturbing, disgusting and rude (LaFrance & Woodzicka, 1998).

9. Humor and Job Performances

From the 35 articles which focused on the effects of humor use in the organizations, 8 articles focused on the effects of humor on the job performances of the organization members. It was observed that humor indirectly increased job performance by creating different aspects. Job performance is divided into two as contextual performances and task performances. In these 8 articles, contextual performances and task performances were observed in the situations that humor is used. The increase in the use of humor was found effective to increase job performance in favour of some underlying situations. For example, the direct effects of humor such as increasing organizational- informational communication, destroying status differentiation, causing divergent thinking and creativeness, reducing the bad conditions affected by environmental uncertainty were found positively effective on job performances.

Humor and Job Performances

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Jalalkamali M., Iranmanesh M., Nikbin D., Hyun S.S. (2018)	An empirical analysis of the effects of humor on communication satisfaction and job performance in international joint ventures in Iran	The participants were subordinates and their direct supervisors. Humor and communication satisfaction questions were answered by subordinates, The job performance of subordinates questions were completed by the employees' direct supervisors.	Review Empirical, Quantitative	Humor in terms of its frequency and use	Humor has a positive effect on the work performance of workers as it creates a moderate atmosphere in the workplace. In the article the relationship between humor and organization communication was also mentioned.
Vinton K.L. (1989)	Humor in the workplace: It Is More Than Telling Jokes	The researcher spent a total of seven weeks at QRS that is a manufacturing company used as a research site. Data were collected in field notes based upon the researcher's daily observations at QRS.	Article Empirical, Qualititative	Teasing, Self-ridiculing jokes signaled (1) Puns (2) Goofing off (slapstick) (3) Jokes/anecdotes (humorous self-ridicule, bawdy jokes (sexual or racial basis), industry jokes) (4) teasing (teasing to get things done, (bantering-the great leveler)	As teasing creates a pleasant atmosphere in the workplace, workers have begun to find workplaces as a more pleasant place. Workers who find the workplace more pleasant were more enthusiastic in their work.
Robert C., Yan W. (2007)	The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure	A literature review on humor and culture, appreciation of humor and types of humor in organizational contexts.	Review Conceptual	Positive Humor	It was observed that their productivity and job performances have increased through humor as well as their willlingness to work.

Table 14. Humor and Job Performances

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Humor and Job Performances *Continued*

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Romero E.J. (2005)	The effect of humour on mental state and work effort	The research covered 122 athletes from a university in the Southwest USA. Humor use was measured with the Humour Styles Questionnaire. Work effort was measured with two items, positive mental state with five items and team humour with two items.	Article Empirical, Quantitative	4 types of humor (Affiliative, Self-Enhancing, Aggressive, Self-Defeating)	Affiliative, self-enhancing and self-defeating humor types were seen as the most effective humor types for mental state and indirectly for individual effort.
Barsoux J.-L. (1996)	Why organisations need humour	A review of the studies has been done before about the communication gap between leader and followers, coping with confusion through humor and divergent thinking.	Article Conceptual	Spontaneous humor, unlike standardised humor	It was revealed that humor in organizations supports divergent thinking instead of convergent thinking.
Hmieleski K.M., Cole M.S. (2017)	The interacting effects of environment uncertainty, shared humor, and entrepreneurial team-efficacy	A review of existing literature in the concept of shared humor, environmental uncertainty, Entrepreneurial Team-Efficacy.	Conference Paper Conceptual	Not explicitly defined.	The moderating effect of humor in the relationship between environmental uncertainty and job performances in the organizations was discovered. When the use of sharing humor is increased in the organizations, the negative effect of the environmental uncertainty on job performances is lower.

Table 15. Humor and Job Performances - Continued.

Humor and Job Performances *Continued*

Authors	Title	Methodology	Type	Type of Humor	Findings and Implications
Vuorela T. (2005)	Laughing matters: A case study of humor in multicultural business negotiations	This article reports the results of an ongoing study of multicultural business negotiations. Two meetings were under scrutiny: (1) the internal strategy meeting of a company's sales team and (2) negotiation between the same sellers and a potential customer. The analysis observed the differences in the ways humor was used at the two meetings and effects on negotiation.	Article Empirical, Qualititative	Not explicitly defined.	Humor has been found as an unoffended and harmless way of achieving workplace goals. It is a strategic tool for negotiations that may be needed at any time in the workplace.
Lehmann-Willenbrock N., Allen J.A. (2014)	How fun are your meetings? Investigating the relationship between humor patterns in team interactions and team performance	Behavioral patterns of humor and laughter in real teams by videotaping and coding humor and laughter during 54 regular organizational team meetings were examined.	Article Empirical, Quantitative	Positive Humor	During the team interactions, reciprocal positive humor was found as an initiator on functional communication between the team members such as creating new ideas and positive socioemotional statements.

Table 16. Humor and Job Performances - Continued.

Job performances of employees in the workplace are divided into contextual performances and task performances. Contextual performances refer to the performance of employees in their relations with other employees, not the exact performance of the work in the workplace. The increase in contextual performance results in increased psychological health in and increased social responsibilities of workers towards each other in the organizations (Witt, Kacmar, Carlson & Zivnuska, 2002). Task performance refers to the performance of employees in the work-relates issues in the workplace. It shows that whether the employees are able to perform the tasks assigned to them, deliver them on time, and perform at high efficiency. (Borman & Motowidlo, 1993; Motowidlo, Borman, & Schmitt, 1997).

Jalalkamali M., Iranmanesh M., Nikbin D., Hyun S.S. have searched the use of humor in job performance in the article which is "*An empirical analysis of the effects of humor on communication satisfaction and job performance in international joint ventures in Iran*". One of the effects of the use of humor in the workplace was found to be on the work performance of workers. Humor has a positive effect on the work performance of workers as it creates a moderate atmosphere in the workplace. The positive atmosphere had a particularly positive effect on the contextual performances of employees. The higher the level of humor use caused an increase in workers' contextual performances.

Humor has affected employees' task performance positively as well as employees' contextual performance. There was an increase in task performances of the workers in the workplaces where humor was widely used. It was seen that they performed the tasks assigned to them better and more willingly.

In the article organization communication was also mentioned. Communication satisfaction shows the pleasure that employees express in communication between each other and between groups (Downs & Hazen, 1977; Hecht, 1978; Crino & White, 1981). Individual responding, managerial communication, inferior employee communication, colleague communication, organizational incorporation are the main factors of communication satisfaction. Clampitt and Downs (1993) and Downs and Hazen (1977). Two aspects of organizational communication are defined as informational communication and relational communication. (Pincus, 1986; Putti, Aryee, & Phua, 1990; Gray & Laidlaw, 2004).

Informational communication refers to the efficiency of employees' sharing of business-related issues with their colleagues, managers and company system. (Goldhaber et al., 1978; Pincus, 1986; Putti, Aryee, & Phua, 1990; Gray & Laidlaw, 2004). Relational

communication refers to the efficiency of employees' emotional sharing with their colleagues, managers, company system on non-business matters.(Goldhaber et al., 1978; Pincus, 1986; Putti, Aryee, & Phua, 1990; Gray & Laidlaw, 2004).

Jalalkamali M., Iranmanesh M., Nikbin D., Hyun S.S. have also studied the use of humor in organizational communication and job performance in the article. It was proven that the level of positive relationship between contextual performance and use of humor is higher when the informational communication satisfaction is high. It is also observed that informational communication is affecting the positive relationship between the task performance of the employee and the frequency of humor usage. Finally, relational communication was observed that while it has a positive effect on the relationship between the task performance and frequency of humor usage, any significant effect could not find on the relationship between the contextual performance and the frequency of humor usage.

Vinton K.L. has analyzed the humor and job performances of employees in the article which is "*Humor in the workplace: It Is More Than Telling Jokes*". As teasing creates a pleasant atmosphere in the workplace, workers have begun to find workplaces as a more pleasant place. Workers who find the workplace more pleasant were more enthusiastic in their work. This situation has led them to do their jobs more efficiently. As a result, their job performance has increased.

Status differentials have always had a negative impact on working conditions in the workplace. The different status of employees has not been sincere in their approach to each other while working together. Vinton K.L. has also found the effect of humor on reducing status differences in the article which is "*Humor in the workplace: It Is More Than Telling Jokes*". Bantering which is the different type of teasing was observed with its feature of destroying status differentiations. This has increased the ability of workers in the workplace to work together, making them more optimistic in their approach to each other. Thus, their job performances have increased.

In the article of Robert C. and Yan W. which is *"The Case for Developing New Research on Humor and Culture in Organizations: Toward a Higher Grade of Manure*" it was also argued that humor enhances the job performances. Even the smallest positive environment that occurred through humor in the workplace has been effective in the fulfillment of the joy of the workers. It was observed that their productivity and job performances have increased as well as their willingness to work.

Romero E.J. has searched the effects of humor on individual effort and job performances in the organizations in the article which is called "*The effect of humor on mental state and work effort*". It was observed that the positive mental state created by humor increased the individual efforts of the workers in the organizations. Especially affiliative, self-enhancing and self-defeating humor types were seen as the most effective humor types for mental state and indirectly for individual effort.

Barsoux J. and Barsoux L. have referred that humor promotes creativity and thinking differently from others in the article which is "*Why organizations need humor*". Humor was found that it gives employees the ability to manage easily the works rather than being stuck in difficult situations and critical moments in the workplace. It was revealed that humor in organizations supports divergent thinking instead of convergent thinking. Therefore this method of thinking influences the creativity of employees directly. When the level of divergent thinking is high in the workplace, creativity will be higher than before. This situation affects the job performance of the employees indirectly.

Hmieleski K.M., and Cole M.S. have touched on the effects of the humor on the relationship between environmental uncertainty and job performance in the workplace in the article which is "*The interacting effects of environmental uncertainty, shared humor, and entrepreneurial team-efficacy*". Environmental uncertainty is the level of unforeseen alterations caused by outside of the organization factors. One of the reasons for the environmental uncertainty is the constantly changing conditions in the workplace. In these circumstances, the management of the organizations does not have much control to change the situations (Kirzner, 1979; Knight, 1921; Mises, 1949; Schumpeter, 1934).

Environmental uncertainty adversely affects workers in the organizations causing their job performance to decline. Hmieleski K.M., and Cole M.S have discovered the moderating effect of humor in the relationship between environmental uncertainty and job performances in the organizations. According to the article, when the use of sharing humor is increased in the organizations, the negative effect of the environmental uncertainty on job performances is lower.

Since humor is a perfect instrument to cope with overstressing, burnout and anxiety in the organizations, it is also useful to make the employees more adaptive to the changes and get rid of the bad conditions caused by environmental uncertainty. In addition, humor was found that it increases the morale and the team union which are affected negatively by environmental uncertainty.

Vuorela T. has discovered the power of humor on the negotiations in the organizations in the article which is "*Laughing matters: A case study of humor in multicultural business negotiations*". Humor is a strategic tool for negotiations that may be needed at any time in the workplace. It was observed that the humor can overcome events that need to be persisted or repressed without breaking the opposite side and creating a threat. In addition, the use of humor has been found to increase job performance while the employees in the same status tell each other about the work to be done. Overall, humor has been found as an unoffended and harmless way of achieving workplace goals.

Lehmann-Willenbrock N., and Allen J.A. have studied the relationship between humor patterns in team interactions and team performance in the article which is "*How Fun Are Your Meetings? Investigating the Relationship Between Humor Patterns in Team Interactions and Team Performance*". In the article, which firstly investigated how humor first appeared, it was found that humor appeared cumulatively through interactions. When there was not any laughter, reaction or supportive humor, any attempt on humor was found inadequate. When the humor initiative is successful in the team interactions, its effect on team performances was discovered. During the team interactions, reciprocal positive humor was found as an initiator on functional communication between the team members such as creating new ideas and positive socioemotional statements. Finally, the positive relationship between creating functional communication through reciprocal positive humor among team members and team performance was found.

10.   Conclusion

In this paper, when the ones that did not meet the criteria were eliminated from the 513 studies founded in the search of specified words, the remaining 35 articles were studied. The articles studied were concluded with almost similar results and seemed to be supportive of each other. While a few articles worked directly on the effects of humor styles, the vast majority focused on the results of humor as a whole.

First of all, it was observed that humor in the workplace has positive effects on the psychological well-being of the organization members. In situations when employees against annoying situations and confront troublesome circumstances, they feel more comfortable through humor usage as it reduces stress. It allows workers to assert ideas easier in the stressful conditions, reconstrue the incidents more positively, discharge the pressure when grappling with troublesome conditions, articulate their sentiments and obtain new perspectives. Humor was found that it decreases the collisions between the workers and enhances relationships. When workers feel bad in situations in which they were dissatisfied and need to change something going wrong in their working life it was observed that they chose to use humor. The humorous outpouring was seen that it has not an effect on the result of the frustrating issue but it creates a softer environment and achieves to make people calm down. In the softer environment, the level of interpersonal aggression was observed lower than in the environment without humor. In addition, when the humor usage is high; the level of workplace ostracism caused by abusive supervision was seen lower and an increase was observed in the sleep quality of workers since their psychological detachment increases.

Second, It was observed that supervisors can create a humorous atmosphere and encourage the employees for the use of humor by meeting the employee humor positively. When the humor is supported by supervisors in the organizations, an increase in the organizational sensemaking capabilities of the employees was observed. It was elucidated that supervisor support for humor brings a humorous culture in the organizations and it causes a decrease in role ambiguity in the workplace.

Third, it was understood that the way humor is used in organizations and the results it brings is different for women and men. It was seen that in male-dominated workplaces, male workers can be in the attempt of using sexual jokes and women employees can found that uncomfortable. The humor also made that employees' status were perceived at a different level than their real level. While men workers' use

of humor leads to an increase in their perceived status, women workers' use of humor has a negative effect on perceptions of status.

Finally, it turned out that humor caused a significant increase in employees' job performance. Humor was found that it can be used as a tool in order to increase organizational- informational communication, destroy status differentiation, cause divergent thinking and creativeness and reduce the bad conditions affected by environmental uncertainty. These direct effects of humor showed us an increase in the job performances of the workers.

According to the conclusions, the company managers are recommended to support a company culture that includes humor in order to increase the business performance of the company, to improve the psychology of the employees, taking into account the gender difference.

Although the researches were mostly focused on leader humor and the studies on employee humor are insufficient, they have revealed that worker humor is very important for companies. In addition, there have been very few studies on the causes of humor, how it came about, and why it was made. For this reason, it is recommended to do more studies on employee humor and antecedents of humor in the organizations.

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