

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Humorous Leadership
on Innovative Work Behavior,
with mediating Role of Job
Engagement and moderating Role
of Psychological Capital**

by

Ammara-Tul-Ain

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Dedicated to
The Best Father Of The World
Malik Sajid Rafique



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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Abstract

Purpose of this study was to examine the Impact of humorous leadership on innovative work behavior. The study also determines the mediating role of job engagement and moderating role of psychological capital. Data was collected using a questionnaire from 246 employees working in various organizations which shows innovative work behavior through humorous leadership. Results indicate humorous leadership has positive and significant relationship with innovative work behavior of employees. The mediating role of job engagement between the relationship humorous leadership and innovative work behavior of employees was also supported by results. While the moderating role of psychological capital on the relation of humorous leadership and job engagement was also established.

Key words: Humorous leadership, Job engagement, Psychological capital, Innovative work behavior.

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Chapter 1

Introduction

1.1 Background of the Study

Effective leaders always influence their followers for productive outcomes. A leader is defined as a person who delegates and influences others to drive them towards the achievement of the objectives (Oladipo, Abdul daud, Jeffery and Slami, 2013). Every leader has his own specific characteristics differentiating it from other style of leadership. (Girma,2016; Berkovich,2017). These characteristics are unique as well as diverse. It may range from being supportive, participative, instrumental, benevolent, ethical, authentic to being extremely bureaucratic, autocratic and dictator style of leadership. Thus, leaders' actions and interpersonal styles can send powerful messages and social cues to followers (Yam, Christian, Wei, Liao & Nai, 2017). Successful leaders anecdotally often use their sense of humor to garner support, motivate their followers, and even create lasting memories for the organization. In the corporate world, many successful CEOs are likewise praised for their sense of humor.

Every leadership style has a strong positive characteristic so as of Humorous leadership. Like any other technique right knowledge of humor is used by leaders to enhance relationships with subordinates (Jones & Bear, 2018). Humor, a social communication with intention is to amuse (Cooper, 2005), which can be an effective form to interact in organizations. It can also bring positive workplace

outcomes by addressing emotional and cognitive challenges connected with work (Cooper & Sosik, 2012). Leader humor shows positive outcomes as leader effectiveness (Avolio, Howell, & Sosik, 1999; Decker & Rotondo, 2001), trust in leader, workgroup performance (Hughes & Avey, 2009; Vecchio, Justin, & Pearce, 2009), subordinate job satisfaction and commitment, subsequently to employee attitudes (Hughes & Avey, 2009), well-being (Kim et al., 2016), performance (Vecchio, Justin, & Pearce, 2009), and innovative behavior (Pundt, 2015). Humor has a stable and positive dyadic exchange relationship between leader and follower over time (Pundt & Herrmann, 2015). The relational process of humor depends upon the followers, either they find jokes funnier or not. However, failed humor (Bell, 2009), is concluded that most of subordinates would recognize the humorous intention behind a failed joke and laugh on it even without thinking badly of the sender of humor (Alexander Pundt and Laura Venz, 2016). Humor by leaders advances employees interest to do work by paying more attention towards work, it causes employee engagement. Employee engagement means energy, involvement, and efficacy of employee on workplace (Cann, Cann, & Jordan, 2016). Employee engagement is further categorized into two antecedents as Job engagement and organization engagement.

Job engagement refers to “a positive work-related state of mind characterized by devotion, vigor, dedication, concentration, endorsement and absorption” (Schaufeli, Salanova, González & Bakker, 2008). Scholars and practitioners from different fields of psychology, business, organization development, human resource development and management have paid significant attention to employee job engagement because every organization desires to have engaged employees with more energy, dedication, and absorption in their work. To make positive contribution, job engagement is essential part of any business. Particularly, to enhanced performance of individual and/or group employee job engagement is necessary. Furthermore, engaged employees generate more creativity and loyalty. Which may lead to show innovative work behavior on workplace.

Innovative workplace behavior is defined as “the deliberate creation, introduction and application of new ideas on workplace as working in a group, or organization

or as an individual in order to benefit the group, the organization or role performance” (Karatepe, 2011). This behavior starts with three stages of innovation; name as: Generation of ideas, harvesting ideas, developing and implementing the ideas (Rabia, Afsheen, Tahir & Anis, 2010). Employees only feel free to share their innovative and creative ideas if they have supportive climate which is assumed by the employees through practices and procedures of organization. It formulate and shape their priorities respectively. Beliefs and psychological meanings given to the environment by employees is shared by organizational climate to make sense out of it (Schneider & Reichers, 1983).

In positive organizational behavior one of the most important elements is psychological capital. Which has four aspects as of hope, resilience, optimism, and efficacy. PsyCap is prospect as who you are and what you can do to bring positive development in yourself (Avolio & Luthans, 2006) and it is different from human capital as what you know, social capital as who you know, and financial capital as what you have (Luthans et al., 2004). PsyCap is described as “an individual’s positive psychological state of development that has dimensions of : having confidence (self-efficacy); making a positive attribution (optimism); persevering toward goals and redirecting paths to goals (hope); and when beset by problems and adversity, sustaining and bouncing back (resiliency) (Luthans, Youssef et al., 2007). Individuals with have high level of these recourses are capable of performing well specially in the supervision of humorous leader. PsyCap creates competence of problem solving, creativity, cooperation, managing stress, taking care of health, relationships, networks, and friends. While having a sense of humor is valence free, a leader may have a specific tendency to express his or her sense of humor in interpersonally negative or positive ways. We help advance the literature by focusing on the tendency to use a positive humor style, thus providing more productive view of the effects of a leader’s sense of humor on followers.

1.2 Problem Statement

Organizational environment have become very stressful due to workload, tough schedules and competitive environment, in such situation humor can be used an effective tonic for normalizing such negativity. For this purpose researcher are trying to explore different positive concepts like humor at workplace. As a result different outcomes of leader humor at workplace have identified so far, but its effect on boosting employee creativity and innovative behavior at workplace have not been tested so far. Leader humor has been tested in relationship with work engagement of employees, but the mediation of work engagement between humorous leadership and innovative workplace behavior has not been explored.

Furthermore the moderating role of Psychological capital on the relationship of humorous leadership and work engagement has also been not tested in previous literature specifically. Apart from all those, Pakistani context also lack empirical studies on the innovative work behavior and humor at workplace.

1.3 Gap analysis

The present study is addressing several theoretical and contextual gaps in the literature of humorous leadership, Psychological capital, job engagement towards and innovative work behavior.

Humorous Leadership is the area of concern for all styles of leaders. Organizations are also playing their role in promoting humor in leaders by introducing different helpful techniques. But for successful implementation of these interventions the role of both leader and subordinates can't be ignored. For this purpose different researchers have worked to explore various contextual and dispositional factors which promote humorous leadership. Present study is response to Cecily, Tony and Crossley (2014) call for more studies for bridging the gap between organizational policies and strategies of leadership and the supportive climate for employees to work in under humorous leadership. Present study is proposing job engagement as

a significant mediator between humorous leadership and innovative work behavior of employees.

The present study is also proposing Psychological capital as significant moderator to enhance the humors leadership towards innovative work behavior by interacting with job engagement. As personality of leader is a significant indicator of guiding subordinate's attitudes and behaviors.

So this study is attempting to fill all the above discussed gaps by exploring the impact of humorous leadership on innovative work behavior through job engagement and the proposed relationship between humorous leadership and job engagement of subordinates is proposed to be moderated by psychological capital in the context of Pakistan.

1.4 Research Question

According to the above stated problem statement, the objective of present study is to find answers for the following questions:

Question 1:

What is the relationship between Humorous leader and Innovative Workplace Behavior?

Question 2:

Does Job Engagement mediate the relationship between Humorous Leadership and Innovative Work Behavior?

Question 3:

Does Psychological Capital plays a role of moderator between the relationship of Humorous Leadership and Job Engagement?

1.5 Research Objectives

The main objective of the study is to test the link of Humorous Leadership and Innovative Work Behavior. In addition, Psychological Capital is proposed as a

significant moderator to enhance the relation of Humorous Leadership and job engagement. The proposed relationship between humorous leadership, job engagement, psychological capital and innovative work behavior is shown in the research model of the study.

Following are particular objectives of the study:

1. To examine the relationship between Humorous Leadership and Innovative Workplace Behavior.
2. To examine the mediating relationship of Job Engagement between Humorous Leadership and Innovative Workplace Behavior.
3. To find out the moderating relationship of Psychological Capital between Humorous Leadership and Job Engagement.

1.6 Significance of the study

Research on humorous leadership's impact on innovative work behavior is new area to be discussed with mediation of job engagement and moderation of psychological capital. Hence developing of a model which includes determinants and outcomes of humorous leadership and related variables will show great significance in theoretical literature. It will add new dimensions in existing literature. The study holds great significance for the organization to develop such leadership style for productive outcomes. This study is very significant because employee and employer relations are the backbone of the organization (Howell & Merenda, 1999) and in this study one aspect of relation is been discussed. Due to the positive relation trust in leader is developed. In country like Pakistan leaders prefer to have authoritarian behavior over subordinate but also it is a high power distance culture where humor with subordinates is not appreciated, so this will be a very interesting study. Supervisors behavior and employees reaction has a strong relationship, positive behavior of supervisor leads to positive behavior of employees but in high power distance countries like Pakistan, this culture reduces this

tendency. It helps to develop psychological capital in employees easily for more productive and innovative results.

1.7 Supporting Theory

The model is developed on the base of positive emotions theory which is Broaden-and-build theory formulated by Fredrickson (1998). This theory describes the context and function of elements of positive emotions, including happiness, interest, satisfaction, contentment and love (Fredrickson, 2004). Negative emotions like fear, anger, and disgust tend to structure to specific inclinations (Frijda, 1986 & Frijda, Kuipers, & Schure, 1989). These behavioral tendencies are facilitated by correspondence of physiological reactions (Levenson, 1994). In contrast positive emotions do not tend to correspond to any specific inclinations. So the positive emotions expands the breath of attention and thinking, this aspect is known as broaden hypothesis (Wadlinger & Isaacowitz, 2006). When the breadth of attention is wider, individuals use to develop their skills and abilities that enhances their resilience, motivation, wellbeing, progress, performance, job involvement, loyalty, OCB, and satisfaction, this aspect is known as build hypothesis of broaden-and-build theory.

According to this theory humorous leadership is reliably associated with job engagement of employees due to the supportive climate which results as innovative work behavior. If an employee perceives his organization is leading by a humorous leader than employee feels easy to share his problems as well as new ideas without any hesitation. As employee will show positive emotions which tend to show more engagement towards work due to more dedication towards work. This dedication and positive emotions due to humorous leadership helps an employee to generate new and productive ideas which increases innovative work behavior. These positive emotions help in developing interests to accomplish the given tasks by increasing psychological capital which results as the outcomes of satisfaction, wellbeing, OCB, commitment, innovative work behavior, happiness, trust in leader,

workgroup performance, leader effectiveness, organizational and work engagement etc.

Leader humor and Psycap are both contextual and dispositional factors that broaden the thinking pattern of employees. In first part of theory employees thinking and emotions are broaden after that employees tends to build in develop their skills and knowledge by engaging in different work activities. In the present study employees build and enhance their skills by engaging in job activities with vigor, dedication and absorption. In this effort employee engage themselves in innovative work behavior.

The role of moderator PsyCap has been explained through the psychological resource theory, where hope, optimism, resilience and efficacy are presented as having shared mechanisms between them. All these positive emotions are a positive repository for employees, which helps strengthening the relationship between humorous leadership and job engagement.

Chapter 2

Literature Review

2.1 Humor at Workplace

Prior scholars identified the optimistic effects of humor to diminish the depression, anxiety and stress. Additionally, sense of humor enhances mood, and satisfaction of both life and family (Celso et al., 2003; Martin, 1996). In 1980's, scholars have explored the potential influence of humor in workplace settings because it enhances effectiveness at workplace (Burford, 1987). Undeniably, prior scholars found the positive effects of sense of humor on innovative behavior, creativity, socialization, employees bonding, morale, and rapport (Clouse and Spurgeon, 1995; Romero and Cruthirds, 2006). Positive workplace humor alleviated boredom and frustration (Sykes, 1966), encourage effective communication (Lippitt, 1982; Sherman, 1988), and diminish social differences between people. Moreover, positive humor has found to yield good quality relations among peer (Sherman, 1988). Nevertheless, scholars recommended the buffering effects of positive humor for workplace stress; because positive humor could serve as coping strategy that help to raise relaxation, reduce tension, and lower expectations (Lippitt, 1982). Likewise, Martin et al. (2003) examined that positive humor has capacity to lubricate the social interactions in stressful situations.

2.2 Leaders' Positive Humor

In reality, humor is found in all domains of human life including work domain (Martin, 2007). Scholars suggested in the light of conventional wisdom that positive humor can serve as an valuable tool for leaders; except negative humor will yield destructive effects (Davis & Kleiner, 1989; Malone, 1980; Tarvin, 2012). In procession to conventional wisdom, scholars have agreed that positive and negative humor is fundamentally distinct forms (Robert & Yan, 2007). In support, few empirical studies found the positive effects of leaders' positive humor on subordinate's outcomes, and positive perceptions of leaders (MesmerMagnus, Glew, & Viswesvaran, 2012).

Leadership research has extensive convention in managerial psychology (Day and Antonakis, 2012). Still, the role of humor in leadership has widely overlooked. Crawford (1994) defined humorous leadership as a communication strategy based on verbal and non verbal activity that brings positive cognitive or affective response from listeners. Humorous leaders intend to entertain their followers through sharing funny or happy events with them (Cooper, 2005). However, early scholars recognized the positive influence of humorous leaders on their employees' performance, satisfaction, and commitment (Avolio et al., 1999; Hughes and Avey, 2009).

In essence, humor is social communication to amuse others (Cooper, 2005). So, humor is powerful way of interaction in organization that produce positive workplace outcomes by dealing the cognitive and emotional challenges related to work (Cooper & Sosik, 2012). Of the essence, the adoption of positive humor by any leader with their subordinates is predominantly imperative in workplaces. Due to the fact that leaders have power over their subordinates; accordingly, set tone for humorous expressions in work setting (Cooper, 2005; Coser, 1960).

Particularly, leader humor (LH) defined as "the extent to which humor is used by a leader with a subordinate". Scholars have investigated the positive impact of leader humor on various outcomes such as perceived leader effectiveness (Avolio, Howell, & Sosik, 1999; Decker & Rotondo, 2001), trust in leader (Hughes & Avey,

2009), subordinate job satisfaction and commitment (Vecchio et al., 2009), and workgroup performance (Avolio et al., 1999).

By definition, humor in leadership is a distinct social behavior (Robert & Wilbanks, 2012). Its core foundation lies within the verbal or non verbal activity (Romero & Cruthirds, 2006). Humor leadership is an intentional behavior by leader. It is used to amuse others for instance either any specific follower or a group of followers as potential recipients of humor (Cooper, 2008). Generally, Mesmer Magnus et al., (2012) acknowledged the favorable effects of humor in leadership. Humorous leaders influence the quality of relationship between leader and follower in positive manner (Pundt & Herrmann, 2015). Afterwards, it tend to influence the employees' attitude (Hughes & Avey, 2009), employees' well-being (Kim et al., 2016), employees' performance (Vecchio, Justin, & Pearce, 2009), and innovative behavior of employees (Pundt, 2015).

The relational process model of humor clarifies the positive impacts of humor in leadership (Cooper, 2008). By this model, humor deemphasizes the hierarchical differences between leaders and followers which in turns develop positive relationship between leaders and followers (Cooper, 2008). Humorous leaders develop personal relationship with their followers (Pundt & Herrmann, 2015) through facilitating informal communication (Mallett & Wapshott, 2014), and reducing the aspect of dissimilarities and ranks of differences (Romero & Cruthirds, 2006). Ultimately, this kind of relationship may promote high quality relationship between leader and follower (Cooper, 2008).

Employees are greatly influenced by leaders' sense of humor as does employees' own humor. For instance, humorous supervisors/ leaders have shown favorable outcomes such as reduce withdrawal behaviors among their followers (Wells, 2008), it also increases job satisfaction of subordinates and enhances level of commitment (Burford, 1987; Decker, 1987). Indeed, Burford (1987) revealed that subordinates used to rate their supervisors' sense of humor which was related to the subordinates' job satisfaction, while supervisors' rate their own sense of humor was not related. Leaders' sense of humor is likely to affect the employees' related outcomes through similar mechanism as employees' humor does.

Moreover, humor by supervisor may work in distinctive manner because of its dual potential of power and low social distance between supervisor and subordinates (Romero and Cruthirds, 2006). Employees' own humor may improve performance through high level of creativity (Thorson and Powell, 1993a.). Contrary, leaders' humor may improve employees' performance through assist them in learning, changing behavior, and lower their perceived indication related to change management in organization (Barbour, 1998).

Broadly speaking, humorous leadership brings positive outcomes at individual and unit level in organizations (Avolio et al., 1999). Several scholars found the role of humor for subordinates' satisfaction with their supervisors (Goleman, 1994; Vinton, 1989). Dixon (1980) revealed that if leaders appropriately used humor then they are likely to inspire their subordinates to deliver innovative and creative solutions to problems.

Additionally, humorous leaders intend to have more persuasive power than their less humorous counterparts. Because, humor build positive affect (Kuiper et al., 1995) that enhance liking for the supervisors/leaders. Secondly, they used to share their set of personal values (Meyer, 1997), and raised trust in the source (Hampes, 1999).

The topic of humor starts to gain attention among business academics (Mesmer-Magnus, Glew, & Viswesvaran, 2012; Westwood & Johnston, 2013). Organizational humor is positively related to leadership (Avolio, Howell, & Sosik, 1999; Decker & Rotondo, 2001; Hughes, 2009; Vecchio, Justin, & Pearce, 2009). Even, organizational humor is considered as major component in the manager-subordinate relationship (Cooper, 2008). By default, leadership and humor share common point: both comprise of constructive and offensive behaviors (Avolio, Bass, & Jung, 1999; Martin, Puhlik-Doris, Larsen, Gray, & Weir, 2003). Supervisors adopt various styles of humor including constructive style. Constructive humor style covers *affiliative* and *selfenhancing* humor. Contrary to this, the offensive humor style covers aggressive and *selfdefeating* humor styles (Martin et al., 2003). In humor literature, scholars (e.g., Decker & Rotondo, 2001; Vinton, 1989) recommend the use of constructive humor as this style of humor is relatively effective in assigning

and describing tasks and guidelines. In this way, leaders tend to present their objectives in more interesting way to their followers. In addition, those leaders may deliver persuasive messages related to objective accomplishment and its importance (Lyttle, 2001).

2.3 Humorous leadership

The research study addresses the relationship between humorous leadership and innovative work behavior of employees. In rapidly dynamic environment, organizations are highly depending upon the innovative initiatives of its employees (Frese et al., 1999). Earlier scholar advocated the relationship between humor and creativity at individual level (Lang and Lee, 2010; Slatten et al., 2011) and this relationship is explained through cognitive and social mechanisms. Actually, humor facilitates to combine unrelated ideas (Martin, 2007).

Humor develops an open environment for subordinates/followers to discuss ideas. Holmes (2007) conducted qualitative study and found that humor during team meetings develop pleasant environment to keep the flow of idea generation process even though those ideas were unrelated to actual solution. Nonetheless, team members are likely to discuss ideas after humorous comments either by leaders or team members. Hence, humorous leadership may affect the employees' innovative behaviors. Consequently, it can be argue that humorous leadership may affect the innovative behavior. This argumentation is supported by holmes' qualitative study, yet there is no quantitative empirical evidence.

Firstly, this study aims to quantitatively investigate the relationship between humorous leadership and innovative workplace behaviors. Recent meta analysis by Mesmer-Magnus et al. (2012) revealed that humorous leadership is related to various outcomes of leadership such as satisfaction and performance. Scholars found both favorable and unfavorable consequences of humorous leadership. On the other hand, few scholars identified conditional effects such as employees' task and organizations' climate as a moderator (Volmeret al., 2012; Wang and Rode, 2010). So, this study investigates the conditional effects of creative requirements

and perceived innovation climate on the relationship between humorous leadership and innovative behaviors.

In the light of its utility, humorous leadership contributes beyond effective leadership conceptions thus scholarly attention needs to be paid. Thirdly, this study investigates the significance and role of humorous leadership beyond the leader member exchange and transformational leadership. Holmes (2007) exposed the positive effects of humorous leadership to leader-follower relationships. Therefore, this study develops argumentation that humorous leadership may relate to leader-member exchange (Graen and Uhl-Bien, 1995), and transformational leadership (Bass, 1985). Both leader-member exchange and transformational leadership predicted the innovative behaviors (Hammond et al., 2011). Hence, it is imperative to investigate that humorous leadership may relate to innovative behaviors.

Innovation refers to “intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, the organization or wider society” (West and Farr, 1990, p. 9). Later, organizational researchers defined it as employees’ initiative including new idea generation, idea suggestions, and its successful implementation in the organizations (Rank et al., 2004).

Humorous leadership is seen as effective communication approach and is positively influenced the innovative behaviors as humorous leaders elicit relevant cognitive, affective, and relational process. Thus, humorous leaders trigger the creativeness and idea generation qualities that stimulate innovative behaviors (Rank et al., 2004). Incongruity is viewed as cognitive aspect of humor (Martin, 2007). Veatch (1988) viewed any situation that is beyond the expectations even these situations are normal and perceived as humorous. Incongruity combines incongruous elements of situation. So, this aspect of humor encourages unique and innovative way of thinking, and make people to develop new ideas (Holmes, 2007).

Besides, humorous leadership triggers employees’ positive affect (Eisend, 2009). Humor stimulates brain regions that are related to reward and laughs (Robert and Wilbanks, 2012). In addition, workplace humor incorporates affective events

that stimulate positive affective states such as joy, fun, or cheerfulness. Likewise, Russell (2003) confirmed the effect of humorous leadership on affective affect.

Similarly, Madrid et al. (2013) investigated that weekly innovative behaviors are likely to occur as a result of positive mood. Highly activated positive mood triggers innovative behaviors as compared to low activated positive mood. In line to broaden-and-build theory, happy or cheerful employees who have fun and enjoy their work, they have broader thought action repertoire (Fredrickson, 2001). Baas et al. (2008) supported that those employees think about upcoming problems in flexible manner and are likely to create new ideas. Those employees are always ready to solve problems in an innovative way and tend to take risk regarding idea generation, communication, and implementation (Janssen et al., 2004).

Nevertheless, Cooper (2008) confirmed that humorous leaders have favorable impact on leader-follower relationship. Humorous leaders are likely to share their information with their followers and offer great opportunity to them for profound understanding of themselves (Cooper, 2008, p. 1103). This assists to reduce hierarchical differences and activates perceived leader-follower similarity. The relational processes also add to psychological safety. So, followers are likely to feel free for developing, communicating, and implementing ideas without any negative results (Carmeli et al., 2010).

In sum, humorous leadership creates relational invitation and develop safe atmosphere for innovative behaviors. However, affective and relational processes play vital role in prompting the followers to initiate new ideas and implement them. In fact, implementations of ideas are usually uncertain (Janssen et al., 2004).

Also, humorous leaders crafted psychological safety to indicate that flaws in ideas unable to promote unfavorable outcomes (Carmeli et al., 2010). Humorous leaders may likely to pass funny comments about flaws in ideas, and followers tend to go through idea implementation with more joy and happiness (Martin, 2007). Usually, new ideas are ways to avail the opportunities. Therefore, employees with positive affect are less related to risk implementation of ideas because those leaders transfer their attention from risks to opportunities (Gorman et al., 2012).

Humorous leadership brings distinctive contribution to innovative behaviors in such a way that activates the complex mental state of flexible thinking, activation, positive affect, and psychological safety. Even, these states are prompting by other leadership types such as LMX or transformational leadership thus the combined states affix to prediction of innovative behaviors. Transformational leaders inspire their followers to develop innovative ideas and advance followers' individual development (Bass, 1985). None of these components are clearly anticipated to entertain followers, to offer cognitive incongruity, or to create psychological safety. While, transformational leadership promotes highly activated positive affect (Erez et al., 2008), these states are dissimilar to those caused by humorous leadership.

2.4 Innovative Work Behavior

Research scholars and practitioners believed that development in any field including economics, sociology, and technology as well as inclusive of organizations; is not possible without innovation and creativity. Scholars confirmed the significance of innovations for organizational survival in highly dynamic business arena (Anderson, De Dreu, & Nijstad, 2004). By definition, innovation involves processes and ideas used to identify problems and find out the solutions, or improvement of current products or services, task, and organizations (West & Farr, 1990). Indispensably, innovation became vital element of organizational mission, vision, and strategies

In current business scenario, innovation is seen as important aspect for organizational effectiveness (i.e. Van de Ven, 1986; Janssen et al., 2004; Woodman et al., 1993; Yuan & Woodman, 2010). Even private sector acknowledged the importance of continuous innovation regarding their products, services, technologies and work processes; so deliberately continuous innovation is the hallmark of competitive advantage of any organization (de Christensen, 1997; Fagerberg et al., 2006; Jong & den Hartog, 2010; Porter, 1985) inclusive the public sector (Bartos, 2003; Breul & Kamensky, 2008; Pollit & Bouckaert, 2004; Borins, 2008; Damanpour et al., 2009; Walker & Damanpour, 2008). Generally, scholars have studied the innovation

management at various organizational levels, work groups, networks, and individuals (King & Anderson, 2002), as well as determined numerous practices, mechanisms and factors stimulating or inhibiting the development and implementation of new products, technologies and work processes. To manage the implementation of innovation, employees within the organizations play crucial role in pursuing the innovativeness due to the fact that origin and consumption of innovation lies within individuals. Fundamentally, the concept of innovativeness begins with the individuals' willingness to change (Hurt et al., 1977). In that sense, individuals' actions enable to foster the continuous improvement in their business processes and products (Van de Ven, 1886; Janssen, 2000). Several authors broadly defined the concept of individual innovative work behaviors. Hurt et al. (1977) termed it as willingness to change. Later on, Farr and Ford (1990) portrayed IWB more explicitly; an individual's behavior that aims to achieve the initiation and intentional introduction of new and useful ideas, products or procedures.

Likewise, Kleyson and Street (2002) defined innovative behavior as "all individual actions directed at the generation, introduction and or application of beneficial novelty at the organizational level" (p. 285). They argued that "such beneficial novelty might include the development of new product ideas or technologies, changes in administrative procedures aimed at improving work relations or the application of new ideas or new technologies to work processes intended to significantly enhance their effectiveness and success" (p.285)

Generally, organizational scholars defined "Employee innovative work behaviors" as "the development, adoption, and implementation of new ideas for products, technologies, and work methods by employees (Yuan & Woodman, 2010). This type of employee behavior seen as imperative asset for firms which determine the organizational success in today's dynamic environment (Kanter, 1983).

Additionally, Yuan and Woodman (2010) conceptualized innovative behavior as both the generation and introduction of new ideas and the realization or implementation of new ideas. Based on these notions, individual innovative work behavior (IWB) can be defined as "All individual actions directed at the generation, processing and application/implementation of new ideas regarding ways of doing

things, including new product ideas, technologies, procedures or work processes to aim for boosting the effectiveness and success of organizational processes". These behaviors doesn't exclusively entail approaching new ideas, developing desires and behaviors to implement them but also involves willingness to adopt others' new ideas. Hence, these behaviors automatically advance his/her working environment if employees take advantage of opportunity to adopt new ideas offered by others employees within or outside the organization.

Regardless of organization type or sector, each and every organization require innovation for advance streamlining of their internal work processes or systems for gaining the sustainable competitive advantage, which enable its long run survival (Damanpour & Gopalakrishnan, 2001; Amabile, 1988; Oldham & Cummings, 1996; Marinova&Phillimore, 2003).With advance innovations at workplaces, organizations are flexibly structured, employees are empowered. In return, organizations suppose their employees to be involved in innovative work behaviors for long run benefits of organizations. In this way, employees have to perform proactively for unseen challenges (Morrison & Phelps, 1999; Shalley, 1995).

Conceptually, innovative work behavior incorporated numerous innovative construct such as creativity, innovation, and innovative (Kanter, 1988; Janssen, 2000; Scott & Bruce, 1994). In innovation work behavior literature, with respect to two stage model; the fundamental elements of innovation involves identify opportunity or problems, and then generate new ideas to solve those problems, and at last successfully implement those ideas (De Jong &Den Hartog, 2010; Janssen, 2000; Scott & Bruce, 1994). It can be seen that all activities are interlinked and dependent on one another. For instance, idea generation linked to ideas promotions. Indeed, problems are of diverse nature, and non linear thus innovative work behaviors may be valuable way out for those complex situations. These behaviors facilitate those employees to control and react effectively (Dorenbosch *et al.*, 2005; Kanter, 1988).

Besides, innovative work behaviors at workplaces encompass all tasks and practices that are demanded from employees for innovative outcomes (Kim, & Park, 2017). Innovative work behaviors are the employees' work responsibilities either physical, cognitive or social contributions – for example, discussion with other co workers

for solving problem or upgrade the product design and so on. Due to its complex nature and non linear pattern, innovation is a combination of complex processes in which employees are involved either physically, emotionally, cognitively, and socially (Kleysen&Street, 2001; Dorenbosch, Van Engen, &Verhagen, 2005).

Since several years, organizational scholars paid constant attention to the tangible aspect of innovative work behavior. While, it's abstract nature is largely ignored (De Jong & Den Hartog, 2010; Dorenbosch et al., 2005; Janssen, 2000; Scott & Bruce, 1994). Innovatibve work behaviors are dynamic in nature because of the pragmatic belief that some industries have high demands for innovative tasks. Basically, innovation is an ongoing process through which employees can develop themselves professionally. Employees deal various challenges through innovation. In turns, such complex process fosters the professional growth through innovation and professional performance (Van Woerkom, 2004). In response, organizations compensate the employees who are deliberately involved in innovative work behaviors for example organizations give rewards, bonuses and promotions. Alike, such innovative behaviors improve the skills and abilities in their relative fields. These behaviors lead to low turnover, high job satisfaction, and commitment towards organizational goals (Janssen, 2000). Such kinds of behaviors produce undesirable outcomes such as increase conflict with their co workers. Mostly, innovative work behaviors are found in the in-groups of supervisors because changes are difficult to accept, and sometimes against the norms and expected work patterns (Janssen, 2003).

2.5 Humorous Leadership and Innovative Work Behavior

Employees relationship with his/her supervisor is a significant aspect of direct work environment influencing the employee's belief in possible performance and image outcomes of his or her innovative attempts (Yuan & Woodman, 2010).

In fact, Damanpour and Schneider (2009) found that a public managers' pro-innovation attitude positively influences the adoption and implementation of innovative efforts within 725 local U.S. governments. Managers have great influence on workers' motivation, job satisfaction. Managers create better work environment that encourages and rewards innovation attempts and change (Damanpour & Schneider, 2006; 2009; Elenkov et al., 2005; Janssen, 2005).

The basic assumption of leader member exchange theory is that subordinates having high quality relationship with their supervisors enjoy additional benefits such as greater resources, decision making abilities and freedom. Thus, high quality relationship between supervisor and subordinates promote high loyalty and commitment. On the other hand, Kanter (1988) recognized that new ideas to improve products, technologies, and processes habitually call for supplementary time, resources, and freedom at work. If employee receive more resources, and support from their supervisors, employees are likely to involve in innovative work behaviors (Yuan and Woodman, 2010).

Thus, it can be argued that employees having high quality relationship with their supervisors are inclined to demonstrate innovative work behaviors. They are confident that such behaviors may result in performance gains. High quality relations portrayed through mutual trust and respect (Graen & Uhl-Bien, 1995). High quality relations promote low perceived threat of potential image losses for innovative employees (Yuan & Woodman, 2010). When employees have high quality relationship with their supervisors, they are less likely to fear for image loss in the case of failure of their innovative ideas. This is so because supervisors may evaluate employees positively when they trust (Judge & Ferris, 1993; Wayne & Liden, 1995; Zhou & Woodman, 2003). Thus, it can be argued that new ideas of trusted and respected subordinates are highly significant and noteworthy. As a result, subordinates who are trusted and liked by their supervisors may perceive that there is great possibility for image gain rather than image loss (Yuan & Woodman, 2010), ultimately result in a feeling of safety when engaging in innovative behavior.

On the opposite node, LMX theory assumes that low-quality leader-member exchange relationships characterized by interactions that are formal and impersonal.

Such low quality interactions may likely to inhibit innovative behavior (Basu, 1991; Scott and Bruce, 1994; Sanders et al., 2010; Yuan and Woodman, 2010).

Besides the interactions and relationships between supervisors and their subordinates, the communicated expectations of supervisors regarding the IWB of their subordinates are argued to influence innovative behavior (Scott & Bruce, 1994). The Pygmalion effect refers to the alteration of an individual's behavior based on the expectations for that behavior received from another (Eden, 1993) -in this case the supervisor.

Subordinate roles and tasks may be strictly prescribed for several reasons, such as technological constraints and routine tasks, rigid expectations of managers regarding specific roles within their domains or the absence of interest and/or imagination to negotiate the role of subordinates with them (Scott & Bruce, 1994). This low communication or even the lacking of it of the expectation of supervisors regarding, for example, the IWB of their subordinates, is often suggested to significantly shape subordinate behavior through altering their self-19 expectancies and motivations (Eden, 1983). Often, subordinates develop perceptions of their supervisors' expectations based on their behaviors (Eden, 1983), those perceptions could be wrong or even contrary. Scott and Bruce (1994) supported this proposition, concluding that the degree to which a supervisor expects subordinate to be innovative may positively influence IWB.

Notably, this conclusion might only be drawn for the technicians in their sample and not for the engineers and scientists, showing signs that "an apparent lack of receptivity to leader role expectations may be caused by their high levels of education and independence" (p. 600). This entail that it might be possible that a high level of education is a moderator removing the effect of supervisor expectations on IWB. It is proposed here though, that in general, clear communication of expectations from supervisor to subordinate regarding IWB is more likely to positively influence IWB than a less clear communication.

Humorous leadership encourages employees to comeup with innovative ideas that can promote their work performance as well helps in growing organization as a whole. In response to leader humor, employees also bring creative ideas and exhibit

innovative work behavior (Yuan and Woodman, 2010) Based on above discussion the following hypothesis is generated:

H1. Humorous Leadership is positively associated with Innovative Work Behavior.

2.6 Job Engagement as a mediator

Employee engagement is widely studied phenomena in current literature. Several scholars recognized that employee engagement has favorable effects on employees' outcomes, organizational achievement, and financial performance of an organization such as total shareholder return (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006). Despite of this, employee's engagement is the biggest challenge nowadays for organization (Bates, 2004; Richman, 2006). Scholars identified the issue of employees' disengagement and coined this as engagement gap; such as US firms have faced \$ 300 billion per year due to low engagement and disengagement among the employees that have lessen the productivity of those employees (Bates, 2004; Johnson, 2004; Kowalski, 2003). Thus, job engagement becomes a topical organizational issue for academics and practitioners in organizational sciences (Sonnentag, 2011).

Prior studies found that job engagement produced positive outcomes such as high productivity (Rich et al., 2010), organizational commitment (Chalofsky& Krishna, 2009), and organizational citizenship behaviors (Moliner, Martinez-Tur, Ramos, Perio, & Cropanzano, 2008; Rich, 2006). Contrary, job engagement has negative effect on turnover intentions, and burnout (Schaufeli, Bakker, & Van Rhenen, 2009). Before going into much detail, it is obvious to define employee engagement as a motivational state of individual (Meyer & Gagné, 2008; Rich, LePine, & Crawford, 2010). Engaged employees are mainly portrayed by putting their fullest efforts in their work role (Kahn, 1990).

Past scholars like Kahn's (1990) have divergent view about employees' engagement and called it as trait. For instance, Kahn's (1990) viewed employees' engagement as an individual temporal quality of being self-motivated and energetic. Schaufeli,

Salanova, González-Romá, and Bakker's (2002) treated it as long lasting affective state of an individual. Later on, Macey and Schneider (2008) proposed behavioral aspect of employees' engagement. Employee engagement remained extensively used terminology in organizational studies (Robinson et al., 2004). Basically, the concept of employee engagement has based on practical aspects as compared to theoretical justifications. Robinson et al. (2004) noted that despite of its significance, the topic of employee engagement is still need empirical attention.

Often, employee engagement is defined as "attachment to the organization" which is emotional and intellectual (Shaw and Bastock, 2005) and also known as the discretionary efforts of an individual in his/her job (Frank et al., 2004).

Several definitions have been found in academic literature. Kahn (1990, p. 694) defines personal engagement as "the support of organization members' selves to their work roles; in engagement, During role performance employees are busy in doing the tasks given to them, moreover they express themselves physically, cognitively, and emotionally while performing particular job." Personal disengagement refers to "the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances" (p. 694). Consequently, in accordance to Kahn (1990, 1992), engaged people psychologically present while performing their job role. Furthermore, Rothbard (2001, p. 656) also defines engagement by involvement of two critical components as attention and absorption. Whereas Attention defined as "cognitive availability and the time to spends on thinking about one's own role" whereas absorption refers to "being concerned about the role which intensity of one's focus on a role."

In burnout literature, engagement is the opposite or positive direct opposite of burnout (Maslach et al., 2001). In accordance to Maslach, engagement is exemplified by capacity to do work, involvement and efficacy which is actually exact opponent of burnout dimensions such as exhaustion, cynicism, and inefficacy. Another scholar (e.g., Gonzalez-Roma et al., 2006) also supported that burnout dimensions (e.g., exhaustion and cynicism) are exactly opposite to engagement

dimensions (e.g., vigor and dedication). Similarly, Schaufeli et al. (2002, p. 74) define engagement “as a positive work-related state of mind which is characterized by vigor, energy, deliberation, and absorption.” Moreover, they recommend that engagement is continuous and pervasive affective and cognitive state that penetrates not to focused on any behavior, event, individual or object. Further, they negated that engagement is non-momentary state.

Scholarly works have distinguished engagement from other constructs. Robinson et al. (2004, p. 8) state engagement as it encloses several fundamentals like commitment and OCB. Additionally, neither commitment nor OCB reveal adequate two facet of engagement – its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness.

Although, organizational commitment is basically an attitude and attachment of an employee. Actually engagement is the range of values to which employee is assimilated, attentive and absorbed in role performance; it is not an attitude. Opposed to this, OCB is extra informal role and voluntary behavioral aspects in order to help other members in organizations while engagement is formal role.

Engagement is different concept from job involvement. According to May et al. (2004), job involvement is the result of judgment about the need satisfying abilities of the job and is tied to one’s self-image. Engagement engrossed the emotional, cognitive and behavioral facets to perform the job roles. May et al. (2004, p. 12) also suggested that engagement is considered as antecedents of job involvement that enable them to identify with their job roles.

Formally, employee engagement defined as “ the simultaneous employment and expression of a person’s preferred self in task behaviors that encourage connections to work and to others, personal presence in terms of physical, cognitive, and emotional as well as vigorous, and full performances” (1990: 700). Engaged employees used their full selves through their personal energy, and psychical, mental , and emotional efforts in performing their job roles. Engaged employees are psychologically active, thoughtful, and more focused for their role performance. Engaged employees are closely related to their work and others (Kahn, 1992). Engagement encompasses the behavioral investment of personal energies such as

physical, cognitive, and emotional in their work (Kahn, 1992). Engaged individuals are emotionally linked to their tasks, and to others (Kahn, 1990). Merely, engagement entails “hands, head, and heart” (Ashforth & Humphrey, 1995: 110) to perform work roles to their fullest potential.

Kahn's provided the concept of engagement as motivational aspect in which personal resources and energies are allocated to work roles and the extent to which these resources are utilized (Kanfer, 1990). Conventionally, engagement covers the physical and cognitive efforts dedicated to various tasks. In other terms, engaged employees engross their physical, cognitive, and emotional efforts all together rather than in uneven manner (Kahn, 1992). However, a variety of energies are summed up for particular cause. According to Kahn's viewpoint, it is a multidimensional motivational idea which provided the speculation of physical, cognitive, and emotional efforts for vigorous and full work performance. Yet more thoroughly, engagement is seen as multi dimensional motivational concept that is parallel to dimensions as indicator of high order engagement conceptions (Law, Wong, & Mobley, 1998).

Recent scholars point out that various leadership styles are linked to employee creativity (e.g., Amabile et al., 2004; George & Zhou, 2007; Shalley & Gilson, 2004; Shin & Zhou, 2003, 2007; Tierney et al., 1999). For example, Tierney et al. (1999) found that effective leader-member exchange (LMX) relationships are positively linked to employee creativity, and these results are also supported by Scott & Bruce (1994).

Several scholars identified the positive effects of supportive leadership and negative effects of controlling leadership on employee creativity respectively (Amabile et al., 2004; Madjar et al., 2002; Oldham & Cummings, 2004). Scholars have found contradictory results regarding the effects of transformational leadership on employee creativity. Some scholars supported the favorable effects of transformational leadership on employee creativity (Howell & Avolio, 1993), except some others scholars identified adverse effects of transformational leadership on creativity (Kahai, Sosik, & Avolio, 2003).

As far employee engagement is concerned it includes vigor, dedication and absorption (Kahn, 1990). When leader exhibit humorous behavior than followers also show energy, determination and full dedication. Due to all such attribution the innovative behavior is probably occurring. Based on all this discussion the following hypothesis is proposed:

H2. Job engagement significantly mediates the relationship between Humorous Leadership and Innovative work behavior.

2.7 Moderating role of Psychological Capital

Since past few decades, the positive psychology introduced the concept of psychological capital (Baron, Franklin, & Hmieleski, 2016). Nevertheless, positive concepts such as self efficacy and transformational leadership were emerged as distinct domain. Maslow (1954) noted that scholars only emphasized the dark face of individual psychology and overlooked the specific individual differences that might be led to alarming consequences (Broad, & Luthans, 2017). Also, Maslow (1954) advised to investigate the other areas such as development, growth, optimism, and self actualization of employees. So, scholarly work would be stabilized. Seligman and Csikszentmihalyi (2000) originally initiated the field of positive psychology by introducing notions for example hope, and optimism.

Several scholars made notable contribution in the positive organizational behaviors. Luthan (2002) investigated the impact of positive psychology at workplace settings. In this way, they release unique ways to explore the idea of positive psychology in work settings (Wright, 2003).

By definition, POB refers to the study and make practice of positive individual capabilities as well as cognitive facets that might be operationalized, advanced, and administer successfully to boost organizational performance (Luthans, 2002). Later on, Luthan and his coauthors introduced the concept of positive psychology and also pioneered the notion of psychological capital. Fundamentally, psychological capital consist of four positive notions such as Hope, self efficacy, optimism, and resilience (Luthans, Youssef, & Avolio, 2007; Luthans, Luthans, & Luthans, 2007).

Together, all these four features or personality states are coined as psychcap. Psychcap refers to the positive cognitive and emotional state of employees' development and involves four distinctiveness such as; 1) have confidence over their abilities that assist them in pursuing the difficult tasks and insert their fullest potential (Self efficacy), 2) have optimistic eyes on the workplace events, and spot positivity in each condition and are optimistic about future (Optimism). 3) Have muscular will power, board vision, pursue challenging task, way power to achieve settled goals (Hope). 4) If they found adverse circumstances they have secrecy nerves to deal tricky condition and know how to restore their energies back (Resilience) (Luthans, Youssef, & Avolio, 2007). These all four aspects of psychcap produced positive organizational outcomes such as organizational citizenship behavior, voice behavior, and employee commitment etc. The four basic features of Psychcap are discussed:

2.7.1 Hope

Hope is based on positive affective and emotional states that supply sense of success in future. However, hope tend to offer an individual agency, and play role as a driver to achieve goals and objectives , smooth the ways to execute plans in the way forward for predefined goal achievement (Snyder, Irving, & Anderson, 1991). Highly hopeful people can find numerous traditions and positive emotions for achievement of their desired objectives (Wright & Klotz, 2017). Besides, high hope assists in boosting the motivation of a person for performing the various roles. Snyder (2002) states that hope are the best medication in hard times. Hopeful people are better able to deal with tricky situations.

2.7.2 Self-efficacy

Bandura (1977) pioneered the notion of self efficacy. Self efficacy brings confidence in person for his own abilities. Self efficacy has been mainly investigated in past literature and after the appearance of positive psychology comes under its umbrella. Self-efficacy is state type personality opposed to traits personality. High self-efficacious people foster positive emotions and strong motivational states

(Peterson, 2000; Seligman, 1999). Self-efficacy makes people confident. Moreover, engagement in certain forms of activities and like to deal with challenges (Fredrickson, 2001). Self-efficacy is a state in which individuals perceives that can carry out their job on the base of their abilities and can satisfy the expectations from them in particular situation (Bandura, 1982). Self-efficacy work like fuel for enhancing motivation of employees, boasting their confidence and makes their cognitive resources so strong that are less upset by any type of adverse situation (Stajkovic&Luthans, 1998).

2.7.3 Optimism

Thirdly, optimism is one of the main characteristics of psycap. Optimists are the individuals who look forward for something positive. Even in hard events, optimists have positive feelings and high expectations for being successful in future (Youssef, Morgan, &Dahms, 2017). Initially, the concept of optimism is often based on attribution theory; therefore optimism develops positive attribution in an individual. They are greatly emphasized on their own self development rather than on blaming others aspects. They judge others in positive manner and always tend to see good in others. In that sense, an optimist employee view organizational policies and practices in optimistic way.

2.7.4 Resilience

Lastly, resilience is another characteristic of psycap. In organizations, employees have to face hard and difficult challenges so resilience play great role in these situations. Nevertheless, resilient employees are likely to handle the abusive supervisors /managers. For this, resilience is the capacity of an employee that assists in regaining the energies. Employee can bounce back after failures. Luthans (2002) term resilience as the individual ability to deal with difficult situation, managing uncertainty, resolving conflicts and regaining of psychological resources after failure. Masten and Reed (2002) identifies that resilient employees are likely to adapt to organizational changes.

The contextual factor like workplace climate on leadership characteristics promote employee engagement at workplace. Along with this dispositional factors also play an important role in deciding employees willingness to show energy and dedication at workplace.

Psychological capital is one of the important factor that can trigger intrinsic motivation of employees. Those employees who have high Psycap are more self-efficacious, have strong will and they are well determined. High Psycap individuals are recipient, they are not much effected by failures, they have bouncing back ability. They resource their energies irrespective of all hardness. High Psycap individuals are optimistic about their wok more than their formal job requirements. Such employees are also hopeful having strong willpower, way power and desired goals. All these characteristics of employees enhance job engagement increasing their energy level, their dedication and they also contribute with their full capacity.

High Psycap along with humorous leadership will enhance the level of job engagement of employees because both contextual and dispositional factors further enhance the job engagement of employees. Therefore on the basis of sbove discussion the following hypothesis is generated:

H3. Psychological Capital moderates the relationship between Humorous Leadership and Job Engagement such that, the relationship between humorous leadership and job engagement will be stronger when Psycap is high than low Psycap.

2.8 Theoretical Research Model

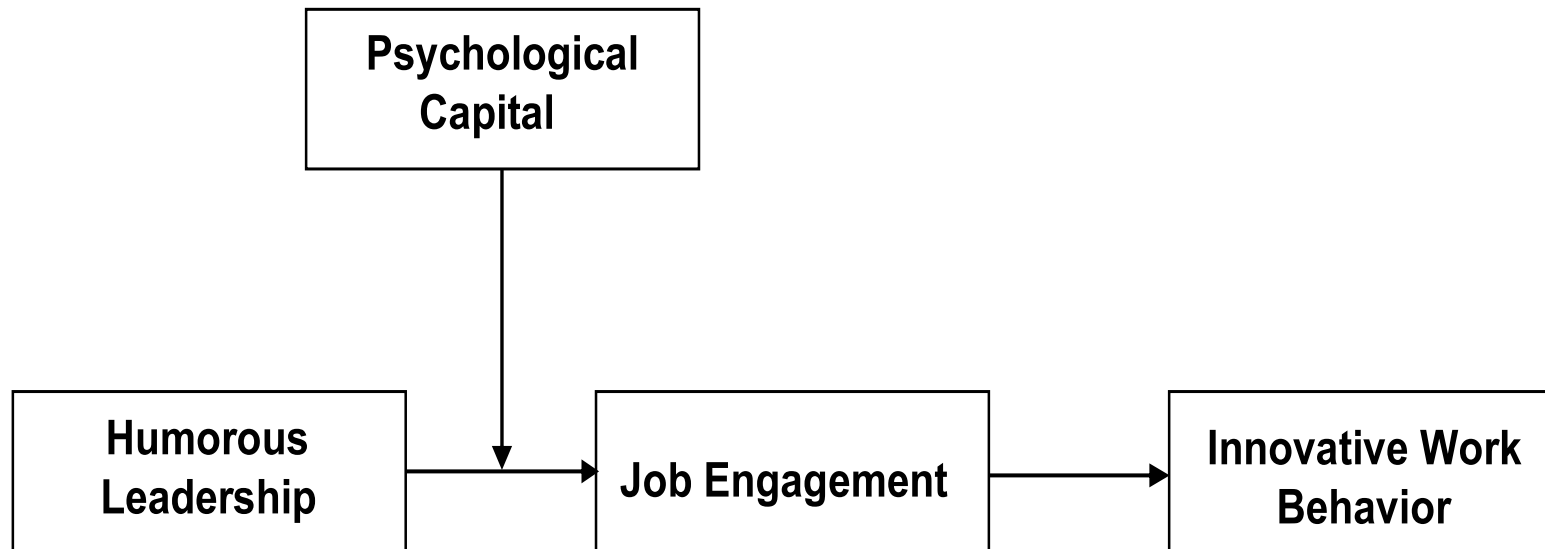


FIGURE 2.1: Theoretical Framework

2.9 Research Hypothesis

- H1:** *Humorous Leadership is positively associated with Innovative Work Behavior.*
- H2:** *Job engagement significantly mediates the relationship between Humorous Leadership and Innovative work behavior.*
- H3:** *Psychological Capital moderates the relationship between Humorous Leadership and Job Engagement such that, the relationship between humorous leadership and job engagement will be stronger when Psycap is high than low Psycap.*

Chapter 3

Research Methodology

3.1 Research design

The current study was explanatory in nature, focusing on the hypothesis testing based on hypothetic deductive methods. Method of investigation was causal, by testing the cause and effect relationship between humorous leadership, job engagement, and innovative work behaviour. While the interactive effect of psychological capital and humorous leader on job engagement was tested. The level of researcher interference was minimal by distributing the survey instrument in normal work environment.

3.1.1 Data Collection in Time Lags

400 questionnaires were distributed in two time lags among employees working in different private sector organization of Pakistan including universities, banks, colleges and IT related private firms.

In the very 1st time lag employees were asked to report about their leader humorous style focusing only on the affective side of humour along with their psychological capital. 312 questionnaires were received back after 1st time lag of data collection. At the very 1st time different codes were assigned to each employee. In the end time lag 312 questionnaires were distributed to those employees who have filled the 1st part of questionnaire.

In second lag they were asked to report their level of job engagement and innovative work behaviour. 268 questionnaires were received back after collecting data of second time lag. Then matching employee ID of 1st and 2nd time lags 13 questionnaires were found having no match. And 9 questionnaires were further removed due to improper filling. At the end 246 properly filled questionnaires in all manners were considered for final analysis. Demographic variables in the present study were gender, age, education and experience. Data about demographic was collected in 1st time lag of the study.

3.2 Population and Sample:

As mentioned earlier the focused population of the present study is private sector of Pakistan. And employees working in private sector were asked about the variable of interest of the present study. In total 400 questionnaires were distributed among employees working in different universities, banks, colleges, IT related private firms located in Islamabad, Rawalpindi and Chakwal. Each questionnaire has an attached cover letter explaining the purpose of the study to the respondents. Questionnaires were filled by the willingness to participate by the employees. Cover letter also explains that the present data will be used for academic purposes without highlighting any particular organization or employee. Furthermore, confidentiality of information to employees was also ensured in order to drive out their hesitation in filling the questionnaire.

3.3 Sampling Technique

It was not possible to collect data from all employees working in private sector of Pakistan. There are times and resources restraints that restrict data collection from all population. Sampling is done for making the possible representation of all population. Different sampling techniques are used consistent with the purpose and feasibility of study. For the present study convenience sampling was used for collecting data in two time lags. Convenience sampling technique is based on

the ease of researchers and data collection in Pakistan is very difficult due lack of research culture. For making the data true representation of the whole population no specific respondent is chosen.

3.4 Instrumentation

Questionnaires used for data collection in the present study were adopted from other sources already developed in other context of humorous leadership, job engagement, innovative work behavior and PsyCap. These adopted questionnaires were then tested for reliability through cronbach alpha and validity through confirmatory factor analysis. The questionnaires comprised of questions regarding employee's reporting their leader humorous style in positive manner only. Employees were also asked through different questions adopted from previous sources about their level of job engagement, psychological capital and innovative work behavior. Five point likert scale was used in all questions. 1 for strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The 1st part of the questionnaire also consists of demographic like gender, age, education and experience of employees.

3.4.1 Humorous leadership

A thirty-one items scale to measure affiliative humor, self-enhancing humor, aggressive humor and self-defeating humor by Jackson (1970) was selected, from which only positive humor styles were measured as 7 items of affiliative humor and 8 items of self-enhancing humor. Participants and coworkers reporting their perception about humorous leadership. Items for humor in organization were "I don't have to work very hard at making other people laugh-I seem to be a naturally humorous person", "I am feeling depressed, I can usually cheer myself up with humor", "If someone makes a mistake, I will often tease them about it", "I let people laugh at me or make fun at my expense more than I should". Responses were made according to Five point liker scale which ranges from 1 as

“strongly disagree” to 5 as “strongly agree”. The scale was determined reliable with cronbach alpha .92

3.4.2 Psychological Capital

Psychological capital was measured by the 24-item Psychological Capital questionnaire (Luthans, Avolio, et al., 2007; Luthans, Youssef, et al., 2007). This questionnaire includes 6 items for each of the four dimensions Psychological Capital as hope, efficacy, resilience, and optimism. Sample items are as follows: efficacy-“I feel confident helping to set targets/goals in my work area;” hope-“If I should find myself in a jam at work, I could think of many ways to get out of it;” resilience. “When things are uncertain for me at work, I usually expect the best.” The scale was found reliable with cronbach alpha .73

3.4.3 Job engagement

A eighteen items scale was used to measure engagement by UWES; Schaufeli& Bakker (2003). Item of job engagement are “I work with intensity on my job”, “I feel energetic at my job”, “At work, my mind is focused on my job”. Responses were made according to Five point liker scale which ranges from 1 as “strongly disagree” to 5 as “strongly agree”. The scale was found reliable with cronbach alpha .88

3.4.4 Innovative work behavior

A nine items scale was used to measure innovative work behavior developed by Janssen (2000). Example item includes “Creating new ideas for difficult issues”, “Mobilizing support for innovative ideas”, “Making important organizational members enthusiastic for innovative ideas”. Responses were made to Five point liker scale which ranges from 1 as “strongly disagree” to 5 as “strongly agree”. The scale was found reliable with cronbach alpha .82

3.5 Data Analysis Tools

Data analysis were done in SPSS and AMOS. Reliabilities and correlations were tested in SPSS. Regression analysis , Confirmatory factor analysis (CFA), moderation analysis and mediation analysis were tested via AMOS. General relation , direction and its significance were carried out through correlation analysis. Model condition was checked and confirmed through Confirmatory factor analysis and regression analysis were performed to regress the dependent variable on independent variable. The impact of control variable was tested via ANOVA in SPSS.

TABLE 3.1: Table 3.2 Instrumentation sources, Items & Reliabilities

Variable	Source	No. of Items	Reliability
Leader humor (IV)	Jackson (1970)	15	.92
Job Engagement (Med)	Schaufeli & Bakker (2003)	18	.88
Innovative work Behavior (DV)	Janssen (2000)	9	.82
Psychological Capital (Mod V)	Luthans, Avolio et al., 2007	24	.73

3.6 Sample Characteristics

Out of total 246 respondents 199 were male and 46 female, making 81.3% male and 18.7% females respectively. As expected male respondents are higher than female due to lack of female workforce in organisations. The respondent aged between 18 and 25 were 61, while the respondents between 26 to 30 year ages were 127 and rest of 58 respondent were above 30 ages.

The education level of majority of respondents were graduation pass (14 years of education) which is 68% , 20% were master degree holders (16 years of education) and remaining 12% had 18 years of education.

As age table have reflected that most of the respondents were young, So respondent having experience of 1 to 5 years were 164 (66%), 6-10 year experience respondents were 57 (23 %), Only 25 respondents were having experience of 10 years or above

TABLE 3.2: Gender

	Frequency	Percent	Cumulative Percent
Male	206	83.7	83.7
Female	40	16.3	100.0

TABLE 3.3: Age

	Frequency	Percent	Cumulative Percent
18-25	53	21.5	21.5
26-30	108	43.9	65.4
31-45	49	19.9	85.4
36-40	25	10.2	95.5
41- above	11	4.5	100.0

TABLE 3.4: Qualification

	Frequency	Percent	Cumulative Percent
Bachelor	62	25.2	25.2
Mater	134	54.5	79.7
MS/Mphil	46	18.7	98.4
PhD	4	1.6	100.0

TABLE 3.5: Experience

	Frequency	Percent	Cumulative Percent
1-5	109	44.3	44.3
5-10	114	46.3	90.7
10-15	20	8.1	98.8
15-above	3	1.2	100.0

3.7 Analytical Techniques and Tools

Data were tested to perform descriptive statistics, ANOVA, correlation and regression analysis using SPSS. AMOS was used to perform confirmatory factor analysis to test the model fitness. Additionally, this software was utilized to run regression of independent variable and dependent variable due to its suitability for making estimates. Mediation and moderation tests were also performed using AMOS.

Chapter 4

Results

4.1 Descriptive Statistics

Descriptive statistics were used to represent the collected data which includes the mean, standard deviation, minimum value, and maximum values, as well as the sample. The data collected details of this research investigation are given in the table below as.

TABLE 4.1: Descriptive Statistics

Variable	Sample Size	Min	Max	Mean	Std. Dev
Leader Humor	246	1.00	5.00	3.36	.96
Psychological Capital	246	1.00	4.00	3.34	.68
Job Engagement	246	1.00	5.00	3.12	.84
Innovative work behavior	246	1.00	5.00	3.29	.87

Variables names are in first column and the second column consist of the sample size of the study. Third and fourth column represents the minimum values and maximum values for the mean calculation for collected data. For all four variables 5 liker scale ranges from 1 to 5 used. The independent variable as the mean of Leader humor has 3.36 and a standard deviation of leader humor has 0.96.

While dependent variable, Innovative work behavior shows a mean and standard deviation values of 3.29 and 0.87 respectively. The mediator of this study, Job Engagement turned up a mean of 3.12 and a standard deviation of 0.84. Whereas, the moderator of the study psychological capital has these values as 3.34 and 0.68

TABLE 4.2: Competing different models with hypothesized 4 factor measurement model

Model	χ^2	Df	χ^2 / Df	$\Delta \chi^2$	ΔDf	CFI	IFI	TLI	RMSEA
Hypothesized Measurement Model (4 Factor Model)	2214	1946	1.95			.98	.98	.98	.02
Alternate Model 1: Combined "Leader humor and Psychological capital" (3 Factor Model)	4165	1949	2.14	1951	3	.84	.84	.83	.07
Alternate Model 2: Combined "Job Engagement and Innovative work behavior" (3 Factor Model)	3875	1949	1.99	1661	3	.86	.86	.85	.06
Alternate Model 3: Combined "Leader humor and Psychological Capital" and then the combination of "Job Engagement and Innovative work behavior" (2 Factor Model)	5826	1951	2.99	3612	5	.73	.73	.73	.09
Alternate Model 4: "All items Combined" (1 Factor Model)	9849	1952	5.05	7635	6	.44	.45	.43	.13

Note: $n=246$; Values are differences of each of the alternative measurement models with the hypothesized model.

*** $p < .001$

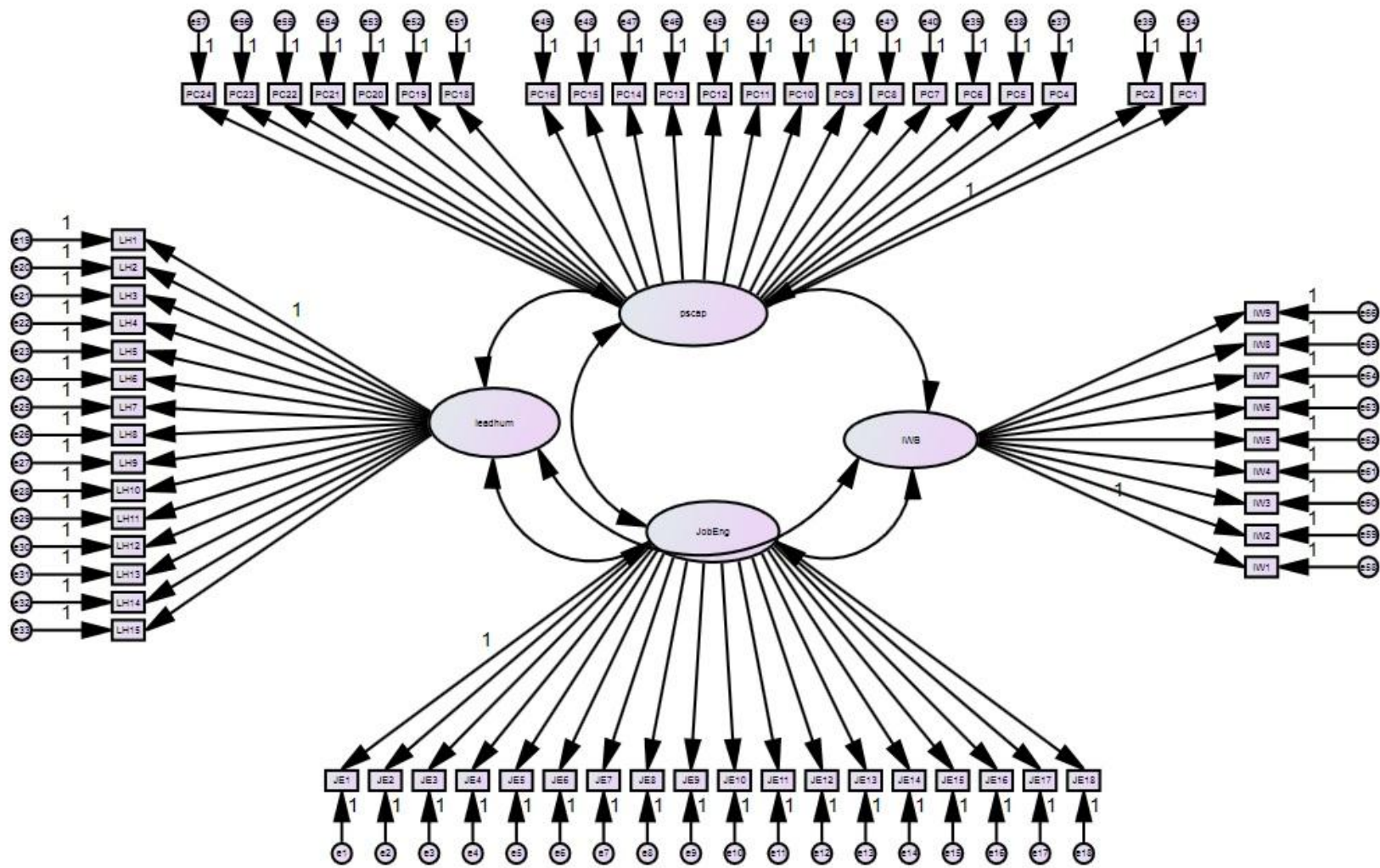


FIGURE 4.1: Measurement Model

4.2 Validity Analysis

To validate the theoretical model, Confirmatory factor analysis was conducted and competing Models were created.

4.2.1 Confirmatory Factor Analysis

To test the fitness of four factor model before testing mediating and direct effect, the confirmatory factor analysis was performed. Four factor model was developed by all four variables includes Leader Humor, Job Engagement, Psychological Capital and Innovative Work Behavior. The value of Chi square was 2214, Degree of freedom was 1946, CFI was .98, IFI was .98, TLI was .98 and the value of RMSEA was .02. All mentioned values in table 4.2, for four factors hypothesized model represents its best fitness after dropping two items PC3 and PC17 of Psychological Capital.

4.2.2 Competing Models

For further verification of results, three factor model was developed by combining two variables Psychological Capital and Leader Humor. Comparatively, the results of this model were not good. Values were Chi-square = 4165, degree of freedom = 1949, chi-square / degree of freedom = 2.14, change in chi-square = 1951. Values of CFI, IFI, TLI were .84, .84 and .83. Finally the value of RMSEA was .07, which was less fit comparatively with four factor model.

In table 4.2, again another three factor model with some variations of variables combination (Innovative work behavior and Job Engagement) was developed. The comparison of four factor model and newly developed three factor model with some different combinations, results represents the three factor model again less fit. The value of RAMSEA (.06) was above the accepted limit. The value of Chi-square, Degree of freedom, CFI, IFI and TLI were 3875, 1949, .86, .86 and .85.

By combining Job engagement with Innovative work behavior and Psychological Capital with Leader humor a new two factor mode (Model 3) were developed.

A result of two factor model, mentioned in given table clearly represents its less fitness with following values. ($\chi^2 = 5826$, $df = 1951$, $\chi^2 / df = 2.99$, $CFI = .73$, $IFI = .73$, $TLI = .73$, $p < .000$, $RMSEA = .09$). The variation of chi-square and degree of freedom were 3612 and 5.

For final test, one factor model was developed by loading all items on a single variable. After comparing the results of one factor model with four factor model, results show its less fitness ($\chi^2=9849$, $DF=1952$, $\chi^2/DF=5.05$, $p < .000$, $CFI=.44$, $IFI=.45$, $TLI=.43$, $RMSEA=.13$). The change in RMSEA, Chi-square and Degree of Freedom were .11, 7635 and 6.

4.3 Correlation Analysis

.Table 2 shows mean values, Standard deviation, reliability and inter-correlation between all the variables of the study. The correlation between independent variable and dependent variables are also significant to moderate level, which confirms that there is no issue of auto correlation and linearity of model.

TABLE 4.3: Means, Standard deviations, Correlations, and Reliabilities for main variables of interest in the study

#	Variable	Mean	SD	1	2	3
1	Leader humor	3.36	.96	1		
2	Psychological capital	3.34	.68	.179**	1	
3	Job engagement	3.13	.84	.418**	.069*	1
4	Innovative work behavior	3.29	.87	.341**	.098*	.534**

Note. $N=246$; Alpha reliabilities presented in parenthesis.

* $p < .05$, ** $p < .01$

Leader humor was found positively correlated with Psychological capital ($r = .179^{**}$, $p = .000$). Leader humor was also found significantly correlated with Job engagement and Innovative work behavior ($r = .418^{**}$, $p = .000$), ($r = .341^{**}$, $p = .000$). Results shows significant positive correlation exist between Psychological capital and Job engagement ($r = .069^*$, $p = .05$). According to correlation results

between Psychological capital and Innovative work behavior ($r = .098^*$, $p = .05$), both variables were also positively correlated. The correlation of Job engagement was found significant with Innovative Work Behavior ($r = .534^{**}$, $p = .000$).

4.4 Hypothesis Testing

Dependent variable was regressed through independent and Mediator using SEM in AMOS. Later mediator was regressed through IV and Interaction term, results are stated below in table 4.4.

4.4.1 ANOVA

Before correlation ANOVA test were performed for age, gender, qualification and experience and p value of all the control variables were well above .05, therefore demographic variables were excluded from further analysis.

TABLE 4.4: Standardized Direct path coefficients of the hypothesized model

Direct Paths	Estimate	SE	CR	P
Leader humour → Innovative work behaviour	.341	.054	5.66	.000
Leader humour → Job engagement	.418	.050	7.20	.000
Job engagement → Innovative work behaviour	.475	.061	8.08	.000
Psychological capital → Job engagement	.128	.053	2.41	.016
Leader humour * Psychological capital → Job engagement	.898	.072	2.36	.018

The purpose to test the hypothesis of this study different causal relationship were tested in AMOS through path analysis. Means of the variable were calculated in SPSS, and then relationship among these mean values were tested in AMOS. The very 1st hypothesis of the study was that leader humor is positively related to innovative work behavior of employees. For testing hypothesis 1, mean of innovative

TABLE 4.5: Standardized indirect path coefficients of IV on DV

Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
Leader humour Job engagement Innovative work behaviour	0.199	0.119	0.298	0.001

Note: $n=313$; Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

work behavior was regressed by leader humor and results provide solid justification that leader humor positive predicts innovative work behavior of employees. Leader humor has positive impact on innovative work behavior with estimate value .341 and p value .000. Therefore H1 was accepted.

Hypothesis 2nd of the study was that job engagement mediates the relationship between leader humor and innovative work behavior. For testing mediating effect of job engagement in the relationship of leader humor and innovative work behavior, Path “a” from leader humor to job engagement and path “b” from job engagement to innovative work behavior were tested for fulfilling the basic assumptions of mediation. After that indirect effect was calculated. Results declared that leader humor is positively predicting job engagement with standardized estimate .418 and $p=.000$. Path was found significant and the impact of job engagement on innovative work behavior was also found significant with .475 and p value .000. Acceptance of Path a and path b satisfies the basic assumption of mediation. After that indirect effect of leader humor on innovative work behavior through job engagement was calculated. The indirect effect of leader humor on innovative work behavior was found significant with indirect effect .199, upper limit confidence interval .298 and lower limit confidence interval .119. As there is no zero between upper and lower limits, therefore indirect effect was found significant and H2 was accepted.

Hypothesis of 3rd of the study was that psychological capital moderates the relationship between leader humor and job engagement of employees. For testing

moderating effect of psychological capital, interaction term was calculated in SPSS by multiplying independent variable leader humor and moderator psychological capital. After that job engagement was regressed through leader humor, psychological capital and interaction term and also independent variable, moderator and interaction term were correlated to control the individual effect of leader humor and psychological capital. The combined effect of leader humor and psychological capital was found significant with standardized estimates value .898 and p value .018. the significant value of standardized estimate of interaction proves moderation but for checking the moderating effect direction mod graph was used.

4.5 Mod Graph

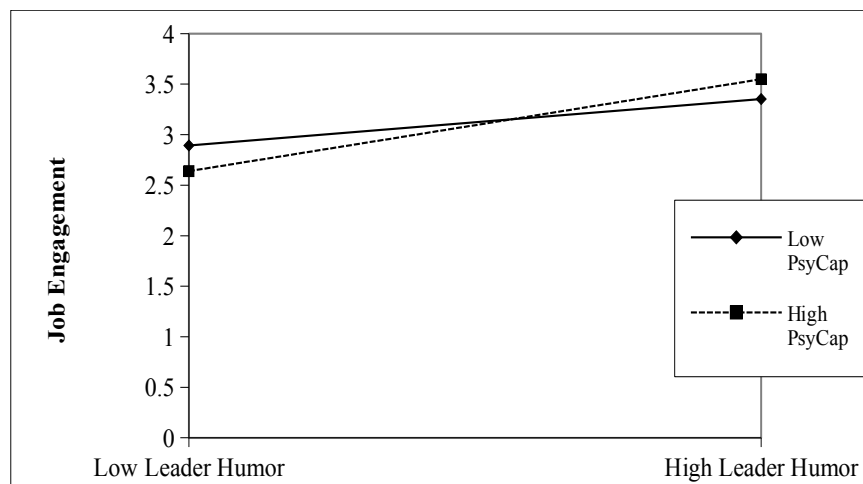


FIGURE 4.2: Measurement Model

Dependent Variable: Job Engagement

Independent variable: Leader Humor

Moderating Variable: Psychological Capital

Mod Graph was calculated to check the moderating effect of psychological capital on the relationship of leader humor and job engagement of employees. The results are according to the expectations, psychological capital positively moderate the relationship between leader humor and job engagement. As the figure represents that the relationship between leader humor and job engagement is positive

at low psychological capital but in case of high psychological capital the relationship between leader humor and job engagement becomes stronger. It depicts the enhancing effect of moderator. Hence hypothesis 3rd of the study was accepted.

4.6 Structural Model Results

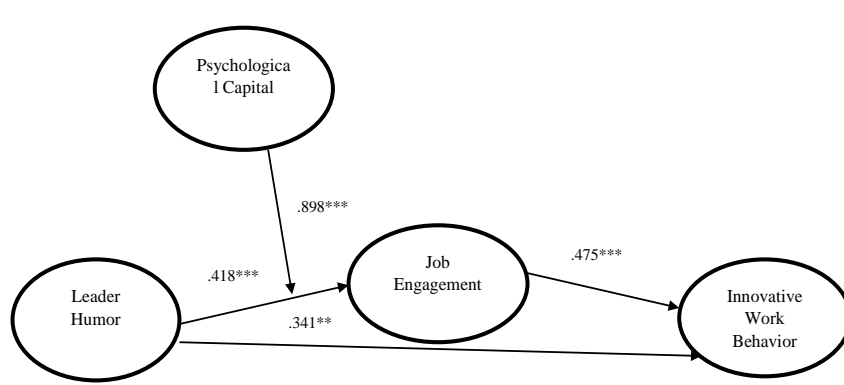


FIGURE 4.3: Hypothesized Structural Model and Structural Equation Model (SEM) Results

N=246; Full path model showing direct, mediating and moderating effects. Mediation relations running from Leader humor to innovative work behavior through job engagement of employees. Psychological capital acts as a moderator between independent and mediator. Standardized regression weight values on paths and asterisks indicate significance values.

Chapter 5

Discussion, Conclusion, Limitations and Recommendations

5.1 Discussion

The chapter aims to elaborate the outcomes of current study, which is reported in earlier chapter. These will also effort to validate and narrate the outcomes with further studies and emphasize the important findings of existing study that is dissimilar from studies accompanied earlier. This part also purposes to reply all research queries and to deliberate hypothesis established against it.

5.1.1 Discussion On Research Question No 1:

First question of current study is trying to reply was stated in number 1 chapter:

Question 1:

What is the relationship between Humorous leader and Innovative Workplace Behavior?

In instruction to discovery answer to 1st question, a hypothesis remained established and tested, is;

H1: *Humorous Leadership is positively associated with Innovative Work Behavior.*

First hypothesis of the study is well supported by results of the data collected. As it was hypothesized that Humorous Leadership is positively associated with Innovative Work Behavior, that leaders who are humorous have more innovative work behavior because this type of leaders have a quality of having sense of humor which brings change in subordinate.

Cooper, 2005 define that Humorous Leadership are very influential and there personality bring a positive change in workplace. Humor has a stable and positive dyadic exchange relationship between leader and followers (Pundt& Herrmann, 2015). These positive behaviors of humorous leaders have a positive outcome and this is also shown from their subordinate's behavior that they are satisfy from their job, committed to the organization, trust on their leaders and their group performance also increase (Avolio, Howell, & Sosik, 1999; Decker & Rotondo, 2001). Pundt, 2015 stated that subordinate's of humorous leaders are more involve in innovative activities because employees interest develop by spotting their leaders humor and they pay more attention and energy while performing their duties.

Today organization are facing challenging work environment and also competitive pressure so organization and their leaders are highly dependent on their employees (Frese et al., 1999). Many researchers found a positive relationship between humorous Leadership and innovative work behavior because it is humor that is main reason of cultivating new ideas to employees. Humor creates an open environment in organization that employees share their ideas without any hesitation and it creates a good environment in organization that if the idea of anyone is selected then other employees are also motivated and try to contribute while giving their ideas. So this good and positive environment changes employee's mood (Madrid et al 2013) and employee's positive mood contributed directly towards their innovative behavior.

Results of this study about humorous Leadership are consistent with past research which shows a positive relationship between humorous Leadership and innovative

work behavior. As we know that organization environment have a great contribution in innovation and this environment of organization comes from their leaders. Cooper (2008) confirmed that humorous leaders have a promising effect on their followers because these leaders share their knowledge and experience with their followers and followers have a great opportunity to learn in this environment. Employees who are working in such types of organization are more innovative and they are able to work in challenging work environment. They are also able to solve problems in an innovative manner. So, this mean if organization have a positive environment and their leaders are humorous then it has a positive effect on employees behavior and then it leads towards innovative work behavior.

5.1.2 Discussion On Research Question No 2:

The question number 2 was about the mediating role of Job Engagement, which was postulated in the 1st chapter of the present study were answered by the results in 4th chapter, the questions were;

Question 2:

Does Job Engagement mediate the relationship between Humorous Leadership and Innovative Work Behavior?

For finding solution to the 2nd question, the following hypothesis was generated and discussed;

H2. Job Engagement mediates the relationship between Humorous Leadership and Innovative Work Behavior.

Job engagement is a positive state of mind that is characterized by vigor, dedication, and absorption. Engagement defined as expressive and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005) and also creates a positive effect on individual in jobs (Frank et al., 2004). Kahn 1990, defines engagement as the connecting of organization members, people work and express themselves physically, cognitively, and emotionally during role performances.

Chalofsky & Krishna, 2009, states that when employee's job engagement is high then it has a direct effect on their performance, it increase their productivity and organizational citizenship behaviors. These employees are highly commitment toward organization. These employees have low intentions towards turnover. When employee's job engagement is high then they put putting their fullest efforts in performing their role and duties (Kahn, 1990). The main reason of job engagement is that these employees are highly motivated individuals.

Researchers paid great consideration to employee job engagement because organizations wish to hire employees who are energetic, dedicated, and absorbed in their work. The employees who are high in job engagement they pay more attention and time about thinking how to perform their role and immersed their self while performing their duties. Job engagement makes a positive impact on the success of the organization. Specifically, employee job engagement leads to improved individual job performance. In addition, engaged employees generate more creativity and loyalty. Which may lead them to show innovative work behavior.

5.1.3 Discussion on Research Question No 3:

The 3rd question of the study aroused in the 1st chapter, the present study was aiming to answer was;

Question 3:

Does Psychological Capital plays a role of moderator on the relationship of Humorous Leadership and Job Engagement?

For finding answer to the question the following hypothesis was generated and tested;

H3: *Psychological Capital moderates the relationship between Humorous Leadership and Job Engagement.*

When data was analyzed to examine the moderating role of Psychological Capital, it is found that Psy Cap moderates the relationship of humorous leadership and job engagement.

Psychological capital is one of the positive behavior of the organization which includes hope, efficacy, optimism and resilience. Employees who are high in Psy Cap they are having confidence, having a positive attribution and they are determined toward goals and if they fails they stand up with more and better plans and they have the bouncing back ability towards problems.

The employees who are high in Psychological capital high level of hope when they are facing problems and when they have to work in difficult and challenging environment. Hope plays a role of a driver when someone faced difficulty and help them while performing their tasks and objectives and help them to execute their plans smoothly to achieve them. Because these individuals never lose hope and found alternative ways to complete their desired objectives. Individuals who are high in hope they are more motivated while performing their roles.

The individuals who have the aptitude of Self efficacy brings confidence in person for his own abilities. They are the confident individuals, they engage themselves in different type of activities and also they never afraid of facing challenges and while working in challenging situations. These individuals got job on the basis of their abilities and they are able to meet the expectations of their leader. These individuals are highly motivated and they have positive behavior towards innovation.

Optimists are also one of the Psy Cap individuals who are always looking the brighter and positive side. Even they are facing challenges and failure they have positive feelings and have positive expectations for future. When these individuals meet a chance with humorous leaders then it increase their productivity and performance. Last characteristic is resilience, these are the individuals who have ability that once they fail they regain their energy and stand up by making themselves more strong and able. If their plans are fail they come with new, innovative and better plans. They know how to deal with difficulty, they are the best employees because they easily adjust in different and difficult environment and they are the good ones who adopt change so they are the best fit for innovative work environment.

So individuals with these kinds of characteristic and who are high in Psychological capital, are more motivated towards their roles and their organization they have more innovative behavior and their job engagement is high and they are the best fit working with Humorous leaders. Because individuals with these characteristic are able to work in challenging environment, they are more creative, they know how to cope with challenges and difficulties and they are able to work in stressful environment. Individuals with have high level of these recourses are capable of performing well in the supervision of humorous leader.

5.2 Implications

5.2.1 Theoretical implications

The present study have presented theoretical implications which can bring future research in different domains.

The present study have developed relationship of humorous leadership and innovative work behavior. Humorous leadership is new style of leadership which involves humor in its style. It has been studied with organizational commitment, motivation, job satisfaction, etc. Humorous leadership can be studied with the personality types, power distance, perception of politics, social support moreover it can be study with different challenging behaviors.

The study is based on theory of positive emotions which is Broaden and build theory so by including any negative type of leadership with humorous leadership can impact differently. Current research can result differently by using negative emotions and LMX theory. Moreover job engagement is used as mediator in present study to support the relationship between humorous leadership and innovative work behavior. Future research can add different mediators as happiness, commitment or psychological safety, self-esteem etc.

Future researches can also explore other styles of leadership to promote innovative work behavior of employees. Along with this different dispositional factors can be used to enhance job engagement in innovative workplace behavior.

The present study has added psychological capital as moderator on the relationship of humorous leadership and innovative work behavior. Future studies can add different contextual and depositional moderators like social support, to identify the possible enhancer of employee's engagement in task given to him and also innovative work behavior.

At last present study have not mentioned any particular industry, to establish a comprehensive framework of innovative work behavior researches in future can consider any particular industry and can also conduct cross industries studies to compare results.

5.2.2 Practical Implications

The present study has identified the positive relationship between humorous leadership and employees' innovative work behaviors. By this way, the study brings important implications for organizational managers as leaders, employees and organization as a whole. From leaders' perspective, their humorous leadership style play an influential role in prompting the employees' innovative work behaviors in the organizations. As it is well documented, leaders shape their subordinates' behaviors and mood. Findings recommend that leaders should take step to create positive environment in the form humor so that employees feel at ease to share new and creative ideas with them.

From employees' view point, their own positive state of mind such as job engagement creates a linking mechanism between humorous leaders and employees' innovative work behaviors. Therefore, upper management should take actions to enhance the employees' job engagement through encouraging the leaders to act as humorous while interacting with their subordinates.

Secondly, the employees own psychological capital such as hope, optimism, resilience, and efficacy – influences their job engagement to further affect their innovative work behaviors. Employees who are high in Psy Cap they are having confidence, having a positive attribution and they are determined toward goals and if they fails they stand up with more and better plans and they have the

bouncing back ability towards problems. In turns, those employees are likely to commit to their jobs that further influence their innovative behaviors. In this way, organizations can help employees' to boost their psychological capital and job engagement to foster the positive effects of humorous leadership on employees' innovative behaviors in long run.

5.3 Limitations

The current study adopted the time lag data collection method for cross sectional design that enables to lessen the common method variance. Despite of time lagged data collection procedure, the current study brings several shortcomings that require the future researches.

In this study, there is small sample size as data were collected from only three cities of Pakistan.

Secondly, data were gathered from various industries but still only from private sector of Pakistan. This would threaten the generalizability of study results due to its small sample size, limited geographical and sector-wise sampling procedure.

Thirdly, the study was conducted only in Pakistan that could raise the question of cultural influence. So, future researchers can test these relationships in other cultures or countries.

The present study has not considered the demographics of leaders, which could affect their leadership behaviors and style. Future researchers can take this into consideration.

At last, current study only took into account for contextual factors such as Psychological capital for enhancing the relationship between humorous leadership and innovative work behaviors. Future researchers can investigate other contextual factors such as social support, peer support to mediate the relationship of humorous leadership and innovative work behaviors.

5.4 Conclusion

Due to growing literature on leadership styles, the finding of this study is important for businesses and provides useful insights for the influence of humorous leaders on their followers' innovative behaviors through job engagement. Meanwhile, employees' own psychological capital act as buffer to enhance the association between humorous leaders and employees' job engagement that further affect their innovative behaviors at job. The findings emphasize on the importance of humor at workplaces that create the positive effect on their employees in the form of innovative behaviors. Therefore, managers should adopt humorous leadership style to interact with their employees. On the other side, employees' own psychological capital have buffering effects on these hypothesized relationship hence they must put efforts to boost their hope, positive thinking, and confidence so that to deliver innovative ideas.

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Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Participant,

I am students of MS Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on impact of **Humorous leadership on innovative work behavior; with mediating role of Job engagement and moderating role of psychological capital**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that ***your responses will be held confidential*** and will only be used for education purposes.

Sincerely,

Ammara-Tul-Ain

Demographic

Employee ID: _____

Time Lag:1

Gender	Male	Female		
Age	18-27 Years	28-37 Years	38-47 Years	48-57 years
Qualification	Bachelors	Masters	MS/MPhil	PHD
Experience	1-5 Years	5-10 Years	10-15 Years	More than 15 Years

Please tick the relevant choices:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral,
4 = Agree, 5 = Strongly Agree

Humorous Leadership						
	<i>Affiliative humor</i>					
1	My leader usually dont laugh or joke around much with other people.	1	2	3	4	5
2	My leader dont have to work very hard at making other people happy.	1	2	3	4	5
3	My leader rarely make other people laugh by telling funny stories about him/herself.	1	2	3	4	5
4	My leader laugh and joke a lot with his/her closest friends.	1	2	3	4	5
5	My leader usually dont like to tell jokes or amuse people.	1	2	3	4	5
6	My leader enjoy making people laugh	1	2	3	4	5
7	My leader doesnt often joke around with his/her friends.	1	2	3	4	5
	<i>Self-Enhancing humor</i>					
8	If my leader is depressed, he/she can usually cheer him/herself up with humor.	1	2	3	4	5
9	Even when my leader is by him/herself, he/she often amused by the absurdities of life.	1	2	3	4	5

10	If my leader is upset or unhappy he/she usually try to think of something funny about the situation to make him/herself feel better.	1	2	3	4	5
11	My leaders humorous outlook on life keeps him/her from getting overly upset or depressed about things.	1	2	3	4	5
12	If my leader is by him/herself and unhappy, he/she make an effort to think of something funny to cheer him/herself up.	1	2	3	4	5
13	If my leader is sad or upset, he/she usually lose his/her sense of humor.	1	2	3	4	5
14	My leader thinks about some amusing aspect of a situation is often a very effective way of coping with problems.	1	2	3	4	5
15	My leader doesnt need to be with other people to feel amused he/she can usually find things to laugh about even when he/she is by him/herself.	1	2	3	4	5
Psychological Capital						
1	I feel confident analyzing a long-term problem to find its solution.	1	2	3	4	5
2	I feel confident in representing my work area in meetings with management.	1	2	3	4	5
3	I feel confident contributing to discussions about the organizations strategy.	1	2	3	4	5
4	I feel confident helping to set targets/ goals in my work area.	1	2	3	4	5
5	I feel confident contracting people outside the organization (e.g. clients, suppliers, customers) to discuss problems.	1	2	3	4	5
6	I feel confident presenting information to a group of colleagues.	1	2	3	4	5

7	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5
8	At the present time, I am energetically pursuing my work goals.	1	2	3	4	5
9	There are lots of ways around any problem.	1	2	3	4	5
10	Right now I see myself as being pretty successful at work.	1	2	3	4	5
11	I can think of many ways to reach my current work goals.	1	2	3	4	5
12	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5
13	When I have a setback at work, I have trouble recovering from it and moving on.	1	2	3	4	5
14	I usually manage to overcome difficulties one way or another at work.	1	2	3	4	5
15	I can be on my own, so to speak, at work if I have to.	1	2	3	4	5
16	I usually take stressful things at work in smooth way.	1	2	3	4	5
17	I can get through difficult times at work because Ive experienced difficulty before.	1	2	3	4	5
18	I feel I can handle many things at a time at this job.	1	2	3	4	5
19	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5
20	If something can go wrong for me work-wise, it will.	1	2	3	4	5
21	I always like on the bright side of things regarding my job.	1	2	3	4	5
22	Im optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
23	In this job, things never work out the way I want them to.	1	2	3	4	5
24	I approach this job as if every cloud has a silver lining.	1	2	3	4	5

Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

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Please tick the relevant choices:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral,
4 = Agree, 5 = Strongly Agree

Job Engagement					
	<i>Physical Engagement</i>				
1	I work with intensity on my job.	1	2	3	4 5
2	I exert my full effort to my job.	1	2	3	4 5
3	I devote a lot of energy to my job.	1	2	3	4 5
4	I try my hardest to perform well on my job.	1	2	3	4 5
5	I strive as hard as I can to complete my job.	1	2	3	4 5
6	I exert a lot of energy on my job.	1	2	3	4 5
	<i>Emotional Engagement</i>				
7	I am enthusiastic in my job.	1	2	3	4 5
8	I feel energetic at my job.	1	2	3	4 5
9	I am interested in my job.	1	2	3	4 5
10	I am proud of my job.	1	2	3	4 5
11	I feel positive about my job.	1	2	3	4 5
12	I am excited about my job.	1	2	3	4 5
	<i>Cognitive Engagement</i>				
13	At work, my mind is focused on my job.	1	2	3	4 5
14	At work, I pay a lot of attention to my job.	1	2	3	4 5
15	At work, I focus a great deal of attention on my job.	1	2	3	4 5

16	At work, I am absorbed by my job.	1	2	3	4	5
17	At work, I concentrated on my job.	1	2	3	4	5
18	At work, I devoted a lot of attention to my job.	1	2	3	4	5

Innovative Work Behavior						
1	Creating new ideas for difficult issues.	1	2	3	4	5
2	Searching out new working methods, techniques, or instruments.	1	2	3	4	5
3	Generating original solution for problems.	1	2	3	4	5
4	Mobilizing support for innovative ideas,	1	2	3	4	5
5	Acquiring approval for innovative ideas.	1	2	3	4	5
6	Making important organizational members enthusiastic for innovative ideas.	1	2	3	4	5
7	Transforming innovative ideas into useful applications.	1	2	3	4	5
8	Introducing innovative ideas into the work environment in a systematic way.	1	2	3	4	5
9	Evaluating the utility of innovative ideas.	1	2	3	4	5