

Interpersonal Act at Workplace through Discreet Use of Humor

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Abstract: Everyday employees encounter with lots of stress related to their professional and personal lives that often result from unanticipated responsibilities, unpleasant challenges and unabsorbed pressures. Stress occurs when employees are not ready to acknowledge such difficulties and when their skills and abilities give up coping. Working with stress can be devastating both to self and organization. At this expository stage incorporating humor can provide relief, confederacy, can act as a driving force, generate ideas and build interpersonal relationships. However, not everybody appreciates humor. Humor can be distractive and destructive both in terms of productivity and interpersonal relationships. At workplace, it becomes difficult to judge the nature of humor as the consequences are unpredictable. Choosing the right person, right place and right attitude to deliver humor is indispensable especially when consequences are immeasurable. Hence, this paper studies both the positive and negative sides of humor and explores the relation of humor and interpersonal relationships at workplace stressing on the key components that make interpersonal relations successful. The paper further identifies the necessity of discreet and controlled use of humor in developing interpersonal act thereby producing optimum results and diminishing dangers at workplace.

Key Words: Humor, Positive, Negative, Interpersonal relations, Discreet, Controlled

Introduction

Life is a mixed bag of countless anonymous feelings. Every day on different occasions individuals find themselves in increasingly diverse situations that distract their minds from focusing on important tasks at hand. At the same time, there are again a number of situations where individuals find someone's behaviour funny, comments witty, jokes amusing and then trail a series of laughter, chuckles, smiles and grins. This is humor. Martin in his book *The Psychology of Humor: An Integrative Approach* defines humor to be a broad phenomenon "that refers to anything that people say or do that is perceived as funny and tends to make others laugh, as well as the mental process that go into both creating and perceiving such an amusing stimulus and also the affective response involved in the enjoyment of it" (Martin, 2010, p. 5). Hence, humor can attend its truest meanings when the atmosphere is mirthful and people regard

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it to be positive. Such humor is peaceful and stress-less and assists in minimizing tension and strengthening interpersonal relations.

Work places in similar ways are filled with both harsh and light situations. Employees are often supplied with difficult contexts where carrying on with duties and responsibilities at times seem unmanageable. At such a context applying humor during conversations can have both positive and negative effects. A co-worker may laugh out hard or remain silent and cold. While laughing suggests the employee has taken it positively staying cold signifies discomfort and unappreciated. Shorley in his book *Queneau's Fiction* considers “humor is based on perception of the disparity between overweening aspiration and depressing reality” (Shorley, 1985, p. 187). That means humor lays somewhere between what is expected and what it actually is in reality and it differs from person to person and their perception.

Extracting views from Aristotle in Nichomachean Ethics “he argued that humor must be painless or harmless to the participants to be found funny that we laugh when the boy sips on the banana peel but not when he slips and hurts himself” (<https://www3.dbu.edu/mitchell/basiccom.htm>). A broader view on this part may suggest that humor is best when integrated with compassion that builds the ability to understand what amount of humor can be positive or otherwise. For example, humor is fun when one falls down slipping off a banana peel while it’s not funny when the boy hurts himself. Aristotle also agrees with Plato who in his *Republic* expresses his distrust of humor” (Carroll, 2014, p.2) and believed that the cultivation of humor can lead to irrationality and lack of self control. Hence, one must have a deep insight on humor that is funny and that is not. In other words, humor that is positive and that is negative. The positivity and negativity of humor is always revealed on the impact it has on people around that ultimately impacts on relationships.

Humor is done through communication, both verbal and nonverbal. At workplaces as well, humor is carried through words expressed “in speech, writing, or other composition; jocular imagination or treatment of a subject” (Simpson and Weiner, 1989, p. 486) and through wordless messages like gestures, postures, facial expressions and others. Hence, humor can be conveyed either by words or without that is through actions or combined efforts of both.

Studies reveal that humor at workplace is a functional one. In the book *Humor, work and Organization* authors Westhood and Rhodes write Research has explored the relationship between humor and the functioning of groups, indicating that through humor group process can be enhanced and group communication, cohesiveness and solidarity facilitated” (Westhood and Rhodes, 2013, p. 3). This has been already mentioned by Duncan in 1982, 1989 and 1990.

However, the concept that humor is essential to enhance group communication is not always a fact. The ambiguity of the concept depends on what if one or few members of the group do not appreciate humor. Would it still play a pivotal role to group solidarity? It may but it may not as well. A thorough view on this regard suggests that humor with its multiple positive effects depends on how likely it is spread among like minds.

Good humor originates from wisdom. Apart from enhancing abilities at workplace, the cultivation of humor can impart refined teaching to self. In the words of Mc Donald from his book *The Philosophy of Humor* “We can learn to avoid behaviour that would turn us into the butt of jokes; we can learn to critically assess institutions which claim authority over our lives; we can learn to privilege humor over violence; we can learn to enjoy life, and take pleasure in its absurdities rather than let them traumatise or annoy us” (Mc Donald, 2013, p. 81). In other words, humor can assist an individual to develop life skills, to deal with the problems and challenges as opportunities and spread the same among others.

The philosophy of humor is indeed an enlightening one. Berger in his book *An Anatomy of Humor* suggests to view the world and the people from the perception of humor would change the perception of many things we do or say. He writes “looking at the world and people from a humorous perspective helps downgrade the seriousness of some things we do and say that otherwise might be looked upon as hostile or insulting” (Berger, 1998, p. 160). Surely, humor attempts to reduce resentment towards others and others towards us. Putting it differently, humor exercises disseminating anger and frustration and builds a strong bond with others. However, human moods are unpredictable. At a given instance, an individual may accept humor lightly and casually but may not appreciate it every time. At such a point even humor gets acknowledged with risks. Hence, identifying the limits of humor can become difficult. Lockyer and Pickering in their book *Beyond a Joke: The limits of Humor* write “jokes do have their own generic and disruptive characteristics and are dependent on the time and place in which they are made or reproduced” (Lockyer and Pickering, 2005, p. 2). It is quite obvious that excess of humor can at times ruin relationships as the laughter directly affects the emotions of the listener which can hurt or cause offence or both.

This paper studies the two different sides of humor and their impact at workplaces. The paper also delves into the limitations of humor and understands what amount of humor is good or bad especially when building interpersonal relationships. The section below studies both the positive and negative sides of humor and their impact at workplaces.

Positive sides of Humor at workplace

Studies reveal numerous benefits of humor at workplace. Not only does it augment communication but it also strives to bring productivity at work by maintaining good relationships with everyone.

i. Humor Attracts Attention

Humor is an art and a subtle one which requires a broad mindset and a deep outlook towards viewing people and the world through a different perception. However, not everyone can be humorous. Employees need to be different from others and are required to develop relations with everyone. Practising the art of humor can cause people to take interest in listening to them even more and they would want to stay in their company even more. In other words people would love to be with them. This would automatically attract attention from a lot of people as people would find them to be different. Beard claims “make people laugh and they like you. If people like you, they pay attention, (...)” (Beard, 2008, p. 28).

ii. Humor Distracts Arguments

Take for example a group of employees are discussing work where opinions of two or more employees clash giving rise to a heated up atmosphere. Just when things are soaring high, a joke is put forward and everyone starts laughing thereby diverting everyone’s minds to the joke and not the argument. Rys, Meyer, VanderMey and Sebranek write “when humor distracts or mocks, it undercuts the argument” (Rys, Meyer, VanderMey and Sabranek, 2016, p. 324). Overall, humor changes minds.

iii. Humor Reduces Stress and Anxiety

Often employees remain under high stress and anxiety as they come across difficulties, pressures or challenges, or while awaiting outcomes of the decisions they made or while dealing with difficult people. For a moment, a humorous talk can help in lifting the focus of the employees from stress to laughter or at least a smile. Humor can thus be a tactful and skilled way to develop another coping strategy. Fry advises changing perceptions towards stressful situations and generating calm from within is what humor is about. He writes “by directing your comic vision inward, you can change your perceptions of a stressful situation and create some momentary calm (...) if you are caught in a situation you can escape or change, then humor may be the healthiest form to temporary stress release possible” (Fry, 2004, p. 58).

iv. Humor Generates Productivity

Wheeler asserts “the use of humor provides a pleasurable and nurturing work experience. Employees can generate more creative, productive effort when it is used for easing tension” (Wheeler, 2004, p. 52). The power of humor at workplace can strongly determine the future of the workplace. Employees tend to be more relaxed and chilling when they work without any tension and with a to-do-more state of mind. Thus, they are liable to generate ideas and pay attention to be more productive thereby transforming workplace objectives.

v. Humor Heals Rifts

Employees often have disputes between them for reasons big or small and at times when the disputes are not mend the rifts get broader as time pass by which if not instantly can produce negativity towards the uplifting of the organization. Getting together, spending time and laughing at work can boost positivity among employees and can heal old rifts sooner or later. The above points discussed the positive aspects of humor which can be considered as a small approach towards building relationships. Attracting attention, avoiding distractions causing soundness in relations, reducing stress level enhancing communication, encouraging productivity through teamwork and managing conflicts healing rifts can be a beginning of successful relationships at workplace. A more detail study on the same will be discussed in the upcoming sections. However, in the approaching section this paper will identify the negative points which humor unfolds to be the cause behind disrupting relationships, disturbing fate of workplaces and loss of ethics and values in self.

Negative Sides of Humor at Workplaces

Although humor is believed to have tremendous impacts on various aspects of at workplaces like communication, team building and productivity, it is also infamous for many reasons. Studies reveal that humor has a different side and that is negative yet still funny. Often based on bad jokes, humor of such kind is a result of prejudices towards a certain group, age, sex, occupation, situations of people. A series of jokes are made, spread and laughed out targeting against people who belong to minor categories or elderly age, or doing occupation of low kinds, or unsound situations of people. These jokes are demonstrated overtly thereby generalizing the concept of bad humor everywhere especially at workplaces. Such humor is termed as dark humor or dark comedy which is aimed at particular audience and making butt of jokes towards

subjects that is serious and hurting. Urban dictionary defines dark humor as “a form of humor involving a twist or joke making the joke seen as offensive, harsh, horrid” (<https://www.urbandictionary.com/define.php?term=dark%20humor>). However it is still considered funny. However at workplaces, dark humor or dark comedy has some severe impacts often destroying productivity and damaging relations. Following points are the consequences or ill effects of bad humor at workplaces.

i. Bad Humor Hurts Sentiments

Bad humor can be hurting and painful when it attaches itself to practicality. At workplaces the relations between employees are based on politeness and courtesy. However, joking about practicality and reality can be disrespectful and hurting. Machovec elucidates “Excessive practical jokes hurt feelings” (Machovec, 1988, p. 41). Let us understand the concept with a situation. Jack is highly ethical and a sincere employee in his organisation. However, due to a trivial matter, Jack was suspended from his duties for a month. After joining and resuming his duties he found his fellow employees making his suspension a butt of jokes. This has become a base of laughter in every cubicle. During leisure when Jack approaches his fellow workers they deliberately put the matter of suspension to be discussed and make fun of it. Jack’s feelings and sentiments are hurt and Jack gradually stops coming to the office. While Jack’s suspension is a reality, humor or laughter on too much of practicality is surely harmful towards feelings and sentiments.

ii. Bad Humor Lowers Self-Esteem

Employees are of different types at workplace. Some find making fun of others’ failures and discomfort as their only source of laughter and fun. Lack of compassion encourages such employees to make repetitive mock and jest of others. This act harasses the victims so much that they start losing their self esteem. The thought of being treated badly instils feelings of fear, bitterness and lowers self image. Otherwise termed as workplace bullying, repetitive mock can constantly challenge a person’s confidence at workplace. Peyton writes “people who are being bullied (...) often feel ashamed and that they cannot cope. Moreover, they fear that if they tell anyone they will not be believed but seen as weak and inadequate (Peyton, 2004, p. 39). This has been already mentioned by Erskine in 1999.

iii. Bad Humor Creates Hostile Environment

Humor of other kinds can create a barrier in interpersonal relations and can give rise to hostile environment and tear people apart following lawsuits and other big problems at workplace. Toxic humor can lead to division of people into groups thereby making the working environment unpleasant. Employees would stick to their own groups and harass members of other groups further promoting politics and other nasty games. Maon, Lindgreen, Vanhamme, Angell and Memery write “unsuitable humor can result in legal problems since it can be seen as workplace harassment which creates a hostile work environment” (Maon, Lindgreen, Vanhamme, Angell and Memery, 2018, p. 200).

iv. Bad Humor Demoralizes Ethics

Nasty humor can lead to devaluing of morals in employees. Employees making nasty jokes on others do not generally accept doing wrong on anyone. While their jokes hurt others, they take it casually and continue doing the same. This act gradually lessens ethics and undervalues morals to be performed at work.

v. Bad Humor Decreases Productivity

Excess of mocking and jesting and inappropriate jokes to pull others down can distract the so called humorist’s attention towards work and productivity. This unethical attitude can directly impact the future, profits and image of the organization. With negligible ethics and more of mismanagement of time employees find themselves engaged in unethical practices with low self esteem, no aim, where the progress of the organisation is at stake.

The above points discussed the negative impact of bad humor at workplace. Comparing both the points mentioned above one can easily find the pros and cons of humor at workplaces. The intention of this paper is however, to study the relationship of humor in developing or destroying interpersonal relationship at work places. Taking into consideration both the positive and negative points of humor the paper would also deal with the controlled and discreet use of humor so as to maintain harmony and peace at workplace. The upcoming section studies the connection between humor and interpersonal relationships at the outset and further goes on to study the management of humor at workplace.

Humor and Interpersonal Relationships

As it is, the nature of interpersonal relations at workplace is delicate. Employees need to understand the demands of their organisation and act accordingly with their fellow employees to achieve desirable goals. After all, achieving goals is possible only when employees form a strong bond between each other at workplace. That is possible through communication which plays an important role in developing interpersonal relations at workplace. Gamble and Gamble claim “the kinds of communication and the networks at play affect the organization’s ability to fulfil its functions and facilitate employee morale and job satisfaction” (Gamble and Gamble, 2013, p. 426). Apart from communication, the other key components that strengthen interpersonal relationships are emotions, persuasion, faith, trust, empathy, team-spirit, optimism and many more.

i. Humor in Communication

Employees need to be very careful while exchanging words between each other as the selection of the words and the intention behind choosing the words often determine the relation of the sender and the receiver. Humor in similar ways is a form of communication which is a combination of witty words and a compensating intention to spread laughter. The essence of humor is constructive towards forming interpersonal relationships and sustaining them. Studies reveal that today more number of workplaces appreciate employees with a fine sense of humor. “It turns out that humor or the lack of it is a major component of one’s communication skills as a whole. In fact, an incredible 98% of CEOs would rather hire someone with a good sense of humor than someone with a more serious demeanour” (<http://www.cgwa.com/tag/interpersonal-skills/>). And the reason is obvious. Top executives would like to see a happy environment where employees communicate effectively and are more productive depending upon each other and can deliver their best. Meyer describes assertively the nature of humans is to gain knowledge about others and humor has a great contribution in it facilitated through communication. He writes “Humans appreciate the communication process as well as gaining knowledge about another. There is a sense of fun that is maintained through exploring the perspectives of each party in the relationship. Thus humor use may be part of the game of relationship development” (Meyer, 2015, p. 82). Humor can also succumb its significance in lessening social distance by plummeting ambiguity regarding others mainly while communicating cross culturally.

ii. Humor in Teamwork

Humor is an essential factor in team building and developing team-spirit to finish a project at hand. It keeps the team united and motivates fighting the challenges together. During the tough times humor is the only source of entertainment that reduces stress and moderates situations thereby providing strength and faith to every member of the team. Dubrin agrees the use of humor to be a key ingredient while working in a team. Dubrin writes “humor and laughter are excellent vehicles for building team spirit when used with appropriate frequency. The group needs to laugh enough to raise morale, increase the fun associated with the team task and stimulate creativity” (Dubrin, 1997, p. 191). However, Dubrin emphasizes on the use of humor in appropriate frequency to avoid mismanagement of team membership. Humor is also seen in developing trust among the members of the team which is the basis of successful relationship. It can reorganize situations that are out of depth and can formulate tense ones by keeping trust and augmenting harmony between each other. Svendsen and Svendsen describe “humor seems to facilitate a well-functioning group and increase the performance of the group. The feeling of belonging and cohesion and creation of mutual trust increase the group’s performance, that is have economic effects” (Svendsen and Svendsen, 2009, p. 94).

iii. Humor in Persuasion

Humor has a very strong influence on persuasion as well. Persuasion is a skilful act of convincing someone to do something. In other words it is a way to make someone strongly believe something and motivate him/her to do something by changing their existing beliefs. While studies say it is always important to know the audience well before persuading, however, it is also important to understand that a little incorporation of humor within persuasion lasts long and becomes a memorable one. Persuasive humor leads to better dealings in business. Ross consents humor in interactions, solves most of the dilemmas at work basically when it is related to presentations or buying and selling products to an audience. Ross writes “when you can lead people to thinking an idea is their own-they are more apt to buy, cooperate, and work harder (...). A little persuasive humor incorporated into most interactions with your work mates will lighten both your burdens and theirs” (Ross, 1989, p. 74). Humor facilitates persuasion by building a connection with the audience and “making the target more favourably disposed towards the agent” (Hargie and Dickson, 2004, p. 348).

iv. Humor in Emotions and Empathy

The rise and fall of emotions among employees for various reasons can stir relationships at workplaces creating barriers. Humor, at such times can come to rescue as it is known for maintaining emotional balance during communication. Humor provides a vent for diffusion of fear, depression, anger and other unpleasant and negative emotions thereby providing solace in others' company leading to successful interpersonal relationships. Studies also suggest that a good sense of humor can develop empathy or compassion required to groom interpersonal relationships that offer an ability to identify and understand the feelings of others and act accordingly. Empathy and compassion can quickly replace feelings of negativity and generate greater thoughtfulness through the use of wit and wisdom. The element of comic during complex situations has the potential to disintegrate feelings of disgust as a result of struggle. Empathy reflected by humor makes people around feel good and emotionally secured. Its power can bring in a radical change in workplace by putting forward in words a blend of kindness and poignant warmth. Gilbert believes the influence of humor "allows and encourages a playful relationship with one's symptoms. Part of the spaciousness that compassion brings to group process is its utter acceptance as normal and human that people become entrenched in behaviours that maintain and bring about the very nightmare they seek to avoid" (Gilbert, 2005, p. 384). And true it is the nature of workplace that is intrinsic and unpredictable. Humor has its own way to rationalise employees' actions and behaviours towards each other thereby bringing in a revolution and a positive one.

The importance of humor has umpteen benefits in developing interpersonal act at workplace. However, studies reveal that employees during the delivery of humor in communication towards uplifting relations often overuse it and in so doing underestimating the power and the impact that excess humor can create mainly challenging interpersonal relationships. It is therefore advocated to maintain a discreet and a controlled use of humor to avoid loss to interpersonal relationships. The next section provides a guide to communicate humor with sensibility thus keeping the emotional bond between employees intact and leveraging interpersonal relationships among them.

The Discreet and Controlled Use of Humor

Employees at times become too playful and present jokes which may not be suitable to the audience. Disgusting them can at once spoil relationships. Studies reveal that when workplace relationships are so delicate and when employees put an effort to preserve harmony among

relationships by infusing humor in their communication and body language, they must well identify the depth of humor and the consequences it can bring. Hence, it is indeed essential to measure what amount of humor is supposed to be delivered and how. Controlled humor at once ensures judiciousness. In other words the humorists are required to spot the fine line of difference between what to say, what not to say and when to say and when not to and also how to say. In a nutshell humorists are required to verify the tinderbox before navigating. The below section provides essential points of discreet use of humor at workplaces.

i. Compassion and Awareness on Context

Compassion has been one of the most important and indispensable emotional determinant required for employees and also for leaders for landscaping relationships at workplaces. Worline and Dutton visualize compassion as “a new science that helps address suffering directly is one of the most important ideas for business today” (Worline and Dutton, 2017, p.1). Suffering can be the outcome of any circumstance or an external source that deliberately endeavours every probable effort to cause unhappiness or forms the basis of hurting the sentiments of others. Kleiser strongly believes on the need to develop compassion and awareness on the surroundings before presenting anything witty. He writes “success often depends upon the judicious choice of selections for the occasion. The sentiment and the length of selections depend upon the time and place where they are to be given” (Kleiser, 2014, p. 18). At workplaces as well, employees must understand the need to develop compassion while being humorous so as to avoid hurting feelings and sentiments of their co-employees. Awareness and selections of the context before presenting any humor is equally pivotal. At this stage employees need to be aware of the kind of fellow employees they are sitting and communicating with. The employees must work to find out how their humor is going to affect their fellow employees. Observing their current mood and already identified personality, employees must then go to judge the suitability of time and place for the delivery of humor. They are required to anticipate the reaction of others before incorporating the comic element in their talk.

ii. Diplomacy and Tactfulness

Sensible humorists are effective communicators and effective communicators are well aware of their surroundings including the listeners, their personalities, their moods, and time and place of delivery. They have the potential to identify, guide and control their wit and wisdom. Such

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communicators exactly know what their minds instructs them and at what level their inner self guides them to speak. Here's where the need for diplomacy and tactfulness emerge to avoid unpleasant situations like conflicts or other minor arguments can stem from being humorous. Heller points out "a person who possesses tact is sensitive to what is appropriate when dealing with other individuals, including the ability to act or speak without being offensive. Diplomacy is further defined as the art or skill of handling negotiations or relations" (Heller, 2017, p. 11). Being diplomatic and tactful and being humorous at the same time is neither hurtful nor disappointing rather it alerts the humorists and controls the excess vents of communication without being harsh, rude or offensive.

iii. Self Deprecating Humor

One of the most judicious and controlled use of humor is the self deprecating humor which has a positive impact on interpersonal relationships. What is best than laughing at self and make others laugh and that which is harmless. Studies reveal that "making yourself the butt of your jokes actually demonstrates greater levels of happiness and self-assurance"¹ The use of self-deprecating laugh is used to overcome many unpleasant situations by making the butt of speaking out own mistakes or fun filled events. Chiaro claims "in self deprecating humor, the agent is also the object of the humor" (Chiaro, 2010, p. 17). When employees find their fellow employees using self deprecating humor, there is a greater chance of others acknowledging and contributing the same and thus ill-feelings for others would lessen down to a large extent and help relax thereby strengthening interpersonal relationships.

iv. Avoidance of Hurtful Humor

Workplaces are an embodiment of employees who belong to different classes, caste, religion, culture, occupation, age or sex. While triggering a comic infused element during conversation the agent must avoid the use of any kind of humor related to sensitive issues like culture, traditions or customs of the classes, castes and religions of others and sexist jokes. The use of any category of jokes or humor towards such issues can seem at large like a personal attack or a threat to society as a whole. In the words of Attardo "hurtful jokes are inhumane and benevolence, a derivative virtue of humanness, calls for kinder and gentle humor by extracting the embedded spite of joking" (Attardo, 2014, p. 174). Hence, the humorists must realise that

¹ <https://www.independent.co.uk/life-style/health-and-families/self-deprecating-humor-greater-psychological-wellbeing-link-study-university-of-granada-spain-a8207976.html>.

while laughing and making fun is accepted as classy, making fun at the expense of other's issues particularly the sensitive matters is coarse and ugly. This would never construct rather destruct interpersonal relations. As far as possible, humorists must tend to avoid jokes on issues that indicates and threats identity of a person.

v. Avoid Sarcasm

“Sarcasm is a passive aggressive communication habit”² that destabilizes relationships or at least develops to gradual wearing away the relationships. Usually a dominating mode of communication, sarcasm can never have positive impact on others only that the initiator can heighten his/her ego by letting others down. Hence, in order to seed an awakening in the workplace communication sarcasm should be avoided or replaced with genuine praises and appreciations whenever required. A general tendency of many listeners is to pay attention to the manner certain words are delivered rather than the content. It can obviously rise to negative outcomes when the words and intention do not match. Take for example an employee is having a bad day and the fellow employees know about it. However, the content of the speech by one of the employees ‘hope you are having a wonderful day’ does not go with the intention and hence is sarcastic. Sarcasm is a result of deliberate emotional stupidity to hurt others and gain laughter. Hence, one should learn to tame one's tongue especially at workplaces which can at once produce negative results. Krohn writes “Sarcasm is one of the easiest ways to make enemies, especially in the workplace” (Krohn, 2013, p. 203). He insists that sarcasm in communication should be avoided even within the best of friends.

The above points discussed the essential points to remember while incorporating humor at workplace thereby producing better results in both workplace relationships and productivity waning the risks.

Conclusion

This paper studied in details the presence and importance of the comic element at workplaces. Humor has both positive and negative impact that was studied. Positive humor has been functional in attracting audience, lessening unnecessary squabbles, reducing stress, healing rifts and thus generating productivity. Similarly, the humor can also be seen it in its dysfunctional aspects like hurting sentiments, lowering self esteem, creating hostile

² <http://www.personalbrandingblog.com/the-damage-of-using-sarcasm-in-workplace-communication/>
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environment. Interestingly, both the positive and negative points discussed are related to each other that can directly reflect the nature of interpersonal relationships at workplaces. The paper also studied the correlation of humor and interpersonal relationships and what impact humor of both the aspects can bring on interpersonal relationships. Hence the paper provided the essential techniques of using humor in discreet and controlled method to avoid any negative circumstances within working relationships and productivity at workplaces.

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