

The Relationship Between Managers' Humor Styles and Employees' Perceptions of Organizational Culture

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Abstract

The workforce of Generation Z members are increasing in number, especially in the retail sector. The fact that they are young causes them to leave their jobs easily. It is crucial to make them adopt the organizational culture so as to prevent high turnover rates. The use of appropriate style of humor in organizations can result in making this workforce adopt the organizational culture by heart. This paper focuses on examining the relationship between managers' humor styles and organizational culture of Generation Z employees in retail sector by means of quantitative analysis. A survey form that consists of two scales and demographical questions is used. The former scale is "Humor Styles Questionnaire" (HSQ) with 32 items, which is developed by Martin and Puhlik-Doris (2003). The latter scale is "Organizational Culture Questionnaire" with 36 items, which is developed by Denison (1999). According to the findings, there is a statistically significant relationship between managers' humor styles and Generation Z employees' organizational culture perceptions.

Keywords: Positive humor, Negative humor, Organizational culture, Generation Z

Introduction

The rapid changes in today's global marketplace urge organizations to keep their workforce for a long term to avoid losing their most important resources. Human resources play a significant role in gaining competitive advantage. If the human resources in the organizations are managed in a strategic way, strategic management process can become successful. Thus, the main targets and aims of the organizations can be reached. To achieve its aims, the primary condition is to make the employees perceive and adopt the organizational culture.

The humor styles that are adopted by the managers, and the behaviors that are displayed in accordance with the adopted humor styles, are crucial in terms of making the employees perceive and adopt the organizational culture. The motivation levels of the employees can increase when the appropriate styles of humor are used. Also, high levels of motivation lead to a workforce that adopts the organizational culture by heart as required. Thus, Generation Z employees, who are more difficult to keep in the company for a long term when compared to the other generations' members, can become committed to the organization as they comprehend the values, symbols, and core strategies of the organization.

Therefore, this study focuses on examining the relationship between adopted humor styles by managers and the employees' perception of organizational culture. Based on the scope of the study, retail sector employees that belong to Generation Z are taken as population. This is because it is impossible to reach the whole population in terms of time and budget. The Generation Z employees that works in the retail sector in Bursa city was accepted as sample, and the results have been generalized to the whole retail sector employees that belong to Generation Z. Furthermore, a survey that contains demographical questions and two scales is structured. The former scale is Humor Styles Questionnaire (HSQ) developed by Martin and Puhlik-Doris (2003), while the latter scale is Organizational Culture Questionnaire developed by Denison (1999).

The reason for having retail sector as the main population of the research is because the employees are usually the members of Generation Z. This consists of young people who are open to new opportunities. This means that when the organizational culture is not adopted by them, it is inevitable to have a high turnover rate. In the long term, this high turnover rates can affect productivity and quality in a negative way. The corporate image of the organization can also be affected. Therefore, as a means of integrating these employees with the organization's culture, using appropriate humor styles can play significant roles.

Generation Z

As today's business environment is more uncertain than the past, it can easily be observed that these uncertainties and ambiguities constitute problems and obstacles for today's young workforce. This workforce belongs to Generation Z. Therefore, organizations have started to improve their current ways and strategies in order to attract Generation Z talent (www.manpower.co.uk).

It is worthy to note that Generation Z is the youngest generation. From 1997 onward, anyone born is considered as a member of Generation Z. On the other hand, millennials, namely Generation Y, still dominate the market. The

number of Generation Z members as workforce has also been increasing rapidly. As a result, what to expect from these young people and how to keep them in the organization are the most crucial questions that are in managers' minds (www.forbes.com, 2018).

Generation Z members give value to success. This means that they give value to professional and academic achievements. This generation is accepted as the most success-oriented generation when compared to the other ones. On the other hand, organizations have to put the effort in recruiting this young generation. Studies show that Generation Z members give value to positive work environments, with 77% mentioning that a company's diversity is a deciding factor. In addition, organizations' marketing management and branding management are also crucial factors for the members of this generation. According to the statistics, 70% of prospective Generation Z employees follow company reviews on web sites, and 69% of prospective Generation Z employees tend to apply for a job only if the organization manages its brand professionally (Stahl, 2018).

Thus, a great number of organizations have started to alter their recruitment processes to match with the needs of Generation Z. This also involves altering their strategies in terms of keeping the workforce in the organization for the long term. For instance, a great number of organizations have started to offer flexible schedules to attract and retain this young talent for the long term. In addition, the more Generation Y members, namely Millennials, are promoted within the organization, the more the senior leaders continue to manage the organizations. Therefore, it is likely that junior employees have a more direct working relationship with their senior leaders today. This influences the business strategies through fresh ideas that stem from the young brains. The last and the most important issue regarding Generation Z is the fact that organizations have become more explicit in terms of sharing their core values with their employees, and using new motivating strategies, which result in motivating the employees. Thus, this makes them perceive, comprehend, and adopt organizational culture (www.manpowergroup.co.uk).

Humor Styles

In literature, humor is categorized under two (2) dimensions as positive and negative. Under these dimensions, there are 2 positive and 2 negative styles (Martin, Puhlik-Doris, Larsen, Gray & Weir, 2003). *Affiliative Humor* and *Self-Enhancing Humor* are positive humor styles, while *Agressive Humor* and *Self-Defeating Humor* are negative humor styles.

Affiliative humor emphasizes the tendencies to ease the human relations by making jokes and telling funny things (Vernon, Martin, Schermer, Cherkas, & Spector, 2008). People who use this style of humor aim at easing

the relationships, as it is mentioned, and solving the conflicts and disagreements. Thus, it can be understood that it is not a hostile style and it increases the support among people. This humor style is usually associated with extrovertiness, joy, self-respect, intimacy, and satisfaction (Kazarian, Martin & Shahe, 2004).

Self-Enhancing humor is another positive humor style. The main focus of the mentioned style is on dealing with the difficulties of life with the help of humor and looking at life from a humorous point of view (Vernon, Martin, Schermer, Cherkas, & Spector, 2008). The people who adopt this humor style usually display relieved behaviour towards the difficulties of life, and they do not take stressful situations seriously (Kazarian, Martin & Shahe, 2004).

Aggressive humor, on the other hand, is a negative style. It is aimed at using the humor in an inappropriate way towards other people in order to provide self-satisfaction in terms of superiority feeling. It is an interpersonal style which is directed at other people and not at the individual that uses humor. The people who adopts this style of humor do not care about the feelings of others. Hence, they do not hesitate to make people feel sad. In addition, they try to control the behaviour of other people. Therefore, the people around them do not actually desire to spend time with them (Janes & Olson, 2000).

Self-Defeating humor is another negative humor style, and it focuses on hiding the real feelings that causes the negative behaviour. People who use this kind of humor style hesitate in solving their own problems. Although they may feel sad, they tend to hide their real feelings and pretend to be happy. In addition, these people tend to humiliate themselves in order to make others laugh. Moreover, they try to bound relationships in this way. As a consequence, people usually do not show respect to them (Teker, 2015).

Organizational Culture

The emergence of organizational culture, as a concept, dates back to 1930's, which is known as "Post-Taylorist" era. In 1930, Elton Mayo, a well known scientist from Harvard Business School, was sent to Western Electric in Chicago, USA, to examine the relationships between internal environmental conditions and productivity of employees. In the following years, W. Lloyd Warner conducted similar but more detailed researches in an electrical factory. Since they were directly associated with the cultural elements in the organization, those researches were accepted as the first researches in management field (Trice & Beyer, 1993). The researches of Warner revealed the work culture by defining the views of employees about organizational climate, defining their expectations from the organization, and defining their values and thoughts related to their work lives.

On one hand, the 1980s are accepted as “mile stone” for “organizational culture” concept. In those years, the Western countries experienced a rapid decrease in terms of economy and market dominancy. On the other hand, Japan, which is an Eastern country, started to dominate the international markets. Although Japan has a totally different culture from the West, it became a strong rival. This made Western countries to think about their management approach, which had been accepted as superior to all world countries until those times (Pettigrew, 1979).

Therefore, new solutions were proposed. These new solutions/suggestions focused on the importance of examining the organizational culture. This is because most of the academicians believed that increasing productivity can only be assured by examining the organizational culture with all of its components. The main reason for this belief was the “mystical” daily lives and business approaches of Japanese people. Consequently, it was emphasized that when the symbols, myths, and traditions of Japanese culture are comprehended, the mystical management approach of Japan would be comprehended as well. Thus, Western business managers would be able to increase their productivity levels to catch up with Eastern businesses by focusing on their own cultural components (Yagmurlu, 1997).

Denison’s Organizational Culture Model

From 1980’s onward, a great number of researches and studies on organizational culture and various models have been developed by researchers such as Hofstede, Peters, Waterman, Quinn, Cameron, Ouichi and Denison.

As for Denison’s Model, which is the main focus of this study, it is based on two main axis that were developed by Denison and Mishra with the purpose of structuring a model that has a measurable qualification. The first main axis is the *degree of an organization to adapt the external conditions*, such as changing qualifications of customers, various demands of customers, technological developments, innovations, etc. The second main axis is the *capacity of an organization to assure the necessary structural and functional changes*, which stands for adapting the external conditions. These two main axis are divided into four dimensions in terms of structuring the desired organizational culture model. The four dimensions are: *adaptation, participation, balance, and task/mission cultures* (Denison, 2000).

Adaptation Culture entails developing strategies to adapt to the external environment. These strategies are structured in accordance with the external requirements and needs (Daft, 1997). Its primary focus is on adapting the conditions and sustaining balance. The organizations whose adaptation ability is high are able to develop and apply the necessary strategies. They take risks, learn from experiences, and make innovations (Ozturk, 2015). The second culture type is *Participation Culture*. The core of this culture is to

develop a value chain that focuses on participation of employees in organizational activities in order to increase productivity. This culture emphasizes the importance of empowerment and team work in order to provide sustainability in competitive market environment. The third culture type is *Balance Culture*. In this culture, internal balances are taken into consideration. Instruments and methods are developed in order to adapt the internal balances to the external environment. This dimension emphasizes an approach that serves for achieving the targets, solving the problem, and strengthening the organization against the risks and unexpected situations that stem from the external environment. The last dimension is *Task/Mission Culture*. The primary aim of task/mission culture is to follow and catch up with the changes in the external environment. Organizational targets are important only when they become images/visions that are shared by all employees. The strategical directions of the organization, in addition to targets and vision, are pre-defined. Mission is the core aim of the existence of an organization. Therefore, task/mission culture plans on how to arrive at the desired point (Akgoz, 2013).

Integrating Humor into the Organization

According to the researches, certain styles of humor that are adopted within the organization have positive effect on decreasing the barriers among employees, as well as between employees and managers (Duncan & Feisal, 1989). Thus, organizational climate is structured and the informal relationships are shaped (Avolio, 1999).

The managers who are aware of the relationship between humor styles and organizational outcomes can encourage the behaviour of using humor in organizations so as to get positive results. In this sense, *The Organizational Humor Model-OHM* plays a crucial role. The first step of this model is to decide on the desired organizational outcome. This means that the gender or ethnicity of the individual, to whom the message will be sent through a humor style, is important in terms of choosing the appropriate style. Upon deciding on the appropriate humor style as the second step, the message, which is expected to create the desired outcome, is sent to the receiver(s). The last step of the model helps to evaluate whether the message is comprehended by the receiver(s) and if the desired outcome is gained or not. For instance, if a manager uses affiliative humor style in order to be closer to the team, which is the desired outcome, he/she understands that the message is received as desired if he/she feels closer to the team members with the help of the mentioned humor style (Romero & Cruthirds, 2006).

Although there are attempts in order to encourage the use of humor in organizations, the fact that the employees do not exactly know how to use humor creates an ambiguity. Therefore, using humor in all organizational

functions so as to assure that it is perceived in a right and positive way can be accepted as the best solution (Gherardi, 1995).

Methodology

Quantitative researches lay emphasis on gathering numerical data and generalizing it to groups or to explain a particular phenomenon (Babbie, 2010). In this study, the main problem and the hypothesis of the research focuses on “what” and “to what extent” is the relationship between humor styles and organizational culture. In addition, it aims at measuring the general perceptions of the employees that belong to Generation Z. Hence, the method of this research is defined as quantitative method.

Retail sector is among the sectors that recruits Generation Z members to a great extent. In this sense, it can be said that the managers of each organization in retail sector try to satisfy their employees. However, this is harder when it comes to Generation Z. Furthermore, in terms of organizational culture, the perception and adoption of participation, balance, adaptation, and task/mission cultures constitutes great importance when it comes to the mentioned generation again. The main population of the research is defined as retail sector employees that belong to Generation Z. However, since it is impossible to reach the whole population because of the obstacles in terms of time and budget, the research sample is defined as Generation Z employees that work in the retail sector in Bursa city, Turkey.

A survey form that consists of two scales and demographical questions is used. The former scale is “Humor Styles Questionnaire” (HSQ) with 32 items, which is developed by Martin and Puhlik-Doris (2003). The latter scale is “Organizational Culture Questionnaire” with 36 items, which is developed by Denison (1999). According to the reliability analysis of Humor Styles Questionnaire, the cronbach’s alpha value is 0.859. Also, according to the reliability analysis of Organizational Culture Questionnaire, the cronbach’s alpha value is 0.927.

250 surveys were delivered to the employees by means of e-mail and through hand as hardcopies. More so, 146 response were gathered. The gathered data was analysed via SPSS 22.0 package programme.

In literature, there are various studies that have researched the managers’ humor styles, employees’ organizational culture perceptions, and Generation Z. However, when the literature is scrutinized, it is observed that there are no studies that focus on the relationship between managers’ humor styles and the perceptions of Generation Z employees’ organizational culture. This means that the present study is believed to constitute originality, and it is expected to shed light on future researches.

Hypotheses

H0: There is no statistically significant difference between Humor Styles and Organizational Culture.

H1: There is a statistically significant effect of Humor Styles of managers on employees’ perception of Participation Culture: $h1: \mu1 > \mu2$

H2: There is a statistically significant effect of Humor Styles of managers on employees’ perception of Balance Culture: $h2: \mu1 > \mu2$

H3: There is a statistically significant effect of Humor Styles of managers on employees’ perception of Adaptation Culture: $h3: \mu1 > \mu2$

H4: There is a statistically significant effect of Humor Styles adoption of managers on employees’ perception of Task/Mission Culture: $h4: \mu1 > \mu2$

Demographical Findings and Dispersion of Frequencies

According to the demographical findings, 96 (65.8%) participants are females while 50 (34.2%) participants are males. In regard to age groups, all participants (100%) are among 18-25 age group. 17 (11.6%) participants are married while 129 (88.4%) participants are single. In regard to education, 18 (12.3%) participants are high school graduates, 26 (17.8%) participants are college graduates, and 102 (69.9%) participants are university graduates.

Reliability Analysis

The cronbach’s alpha value of Humor Styles Scale has been found as 0.859, while the cronbach’s alpha value of Organizational Culture Scale has been found as 0.927 (Table 1).

Table 1. Cronbach's Alpha Values of the Scales

Scale	Cronbach's Alpha Value	Number of Items
Humor Styles Scale	0.859	32
Organizational Culture Scale	0.927	36

Factor Analysis

According to factor analysis (Table 2), humor Styles have four dimensions as in the original scale. These dimensions are Self-Enhancing, Affiliative, Self-Defeating, and Aggressive Humor. Self-enhancing humor dimension explains humor styles with a percentage of 20.565, affiliative humor dimension has a percentage of 20.219, self-defeating humor dimension has a percentage of 14.152, and aggressive humor dimension has a percentage of 13.181. The cumulative percentage of all dimensions is 68.116.

Table 2. Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Variance	Cumulative%	Total	Variance %	Cumulative%
1	5.160	28.667	28.667	3.702	20.565	20.565
2	3.667	20.430	49.097	3.639	20.219	40.784
3	2.271	12.614	61.711	2.547	14.152	54.935
4	1.153	6.405	68.116	2.373	13.181	68.116

According to factor analysis (Table 3), organizational culture has four dimensions. These dimensions are Participation, Balance, Adaptation, and Task/Mission Culture. Participation culture dimension explains organizational culture with a percentage of 29.649, balance culture dimension has a percentage of 19.474, adaptation culture dimension has a percentage of 13.407, and task/mission culture dimension has a percentage of 12.662. The cumulative percentage of all dimensions is 75.192.

Table 3. Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Variance	Cumulative%	Total	% Variance	Cumulative%
1	9.043	45.217	45.217	5.930	29.649	29.649
2	3.293	16.467	61.684	3.895	19.474	49.124
3	1.623	8.115	69.798	2.681	13.407	62.531
4	1.079	5.394	75.192	2.532	12.662	75.192

Regression Analysis Related to Hypothesis

h_1 : Humor Styles have statistically significant effect on Participation Culture. $h_1: \mu_1 > \mu_2$

According to the model summary table of these hypotheses (Table 4), it is seen that the independent variables such as Self-enhancing, Affiliative, Self-defeating, and Aggressive humor styles have a regression value of 36.9% on participation culture.

Table 4. Model Summary

Phase	R	R ²	Adjusted R ²	Standard Error
1	.607 ^a	.369	.351	7.11604

It is concluded from the ANOVA table of the model (Table 5) that at first phase, the F value is statistically significant at $p < .001$ ($F_{145-4}=20,592$).

Table 5. ANOVA Values

Phase		Sum of Squares	Df	Sum of Means	F	P
1	Regression Value	4171.048	4	1042.762	20.592	.000
	Residual	7139.965	141	50.638		
	Total	11311.014	145			

There is a statistically significant effect of Affiliative and Self-Defeating Humor Styles on Participation Culture ($p < .01$). Therefore, if Affiliative Humor increases by 1 unit, Participation Culture increases by 485 units. Also, if Self-Defeating Humor increases by 1 unit, Participation Culture decreases by -236 units. On the other hand, Self-Enhancing and Aggressive Humor dimensions do not have statistically significant effect ($p > .01$) on Participation Culture (Table 6).

Since Self-Enhancing and Aggressive Humor dimensions do not have statistically significant effect on Participation Culture, h_1 which states that there is a statistically significant effect of Humor Styles of managers, on employees' perception of Participation Culture, is partially accepted.

Table 6. Coefficients

Phase		Unstandardised Coefficients		Standardised Coefficients		T	p
		B	Standard Error	Beta			
1	(Participation Culture)	24.547	3.814			6.436	.000
	Self-Enhancing	-.342	.158	-.194		-2.160	.032
	Affiliative	.782	.149	.485		5.250	.000
	Self-Defeating	-.550	.182	-.236		-3.016	.003
	Aggressive	.514	.232	.153		2.211	.029

Dependent Variable: Participation Culture

H_2 : Humor Styles have statistically significant effect on Balance Culture. $h_2: \mu_1 > \mu_2$

According to the model summary table of these hypotheses (Table 7), it is seen that independent variables such as Self-Enhancing, Affiliative, Self-Defeating, and Aggressive Humor have a regression value of 52% on Balance Culture.

Table 7. Model Summary

Phase	R	R ²	Adjusted R ²	Standard Error
1	.721 ^a	.520	.507	3.01071

It is concluded from the ANOVA table of the model (Table 8) that at first phase, the F value is statistically significant as $p < .001$ ($F_{145-4} = 38,261$).

Table 8. ANOVA Values

Phase		Sum of Squares	Df	Sum of Means	F	p
1	Regression Value	1387.264	4	346.816	38.261	.000
	Residual	1278.078	141	9.064		
	Total	2665.342	145			

There is a statistically significant effect of all humor styles dimensions on Balance Culture ($p < .01$). Thus, if Self-Enhancing, Affiliative, Self-Defeating, and Aggressive Humor increases by 1 unit, Balance Culture increases by 550 units (Table 9).

Therefore, h_2 which states that there is a statistically significant effect of Humor Styles of managers, on employees' perception of Balance Culture, is accepted.

Table 9. Coefficients

Phase		Unstandardised Coefficients		Standardised Coefficients		t	p
		B	Standard Error	Beta			
1	(Balance Culture)	12.850	1.614			7.963	.000
	Self-Enhancing	-.236	.067	-.275		-3.520	.001
	Affiliative	.442	.063	.564		7.005	.000
	Self-Defeating	-.273	.077	-.241		-3.538	.001
	Aggressive	.412	.098	.253		4.192	.000

Dependent Variable: Balance Culture

H_3 : Humor Styles have statistically significant effects on Adaptation Culture. $h_3: \mu_1 > \mu_2$

According to the model summary table of these hypotheses (Table 10), it is seen that dependent variables such as Self-Enhancing, Affiliative, Self-Defeating, and Aggressive Humor have a regression value of 68.7% on Adaptation Culture.

Table 10. Model Summary

Phase	R	R ²	Adjusted R ²	Standard Error
1	.829 ^a	.687	.678	1.85262

It is concluded from the ANOVA table of the model (Table 11) that at first phase, the F value is statistically significant as $p < .001$ ($F_{145,4} = 77,459$).

Table 11. ANOVA Values

Phase		Sum of Squares	df	Sum of Means	F	P
1	Regression Value	1063.428	4	265.857	77.459	.000
	Residual	483.942	141	3.432		
	Total	1547.370	145			

Self-Enhancing and Self-Defeating Humor dimensions have statistically significant effects on Adaptation Culture ($p < .01$). Hence, if Self-Enhancing Humor increases by 1 unit, Adaptation Culture increases by 752 units. Also, if Self-Defeating Humor increases by 1 unit, Adaptation Culture increases by 229 units. On the other hand, there is no statistically significant effects ($p > .01$) of Affiliative and Aggressive humor on Adaptation Culture (Table 12).

Since Affiliative and Aggressive Humor dimensions do not have statistically significant effects, h_3 which states that Humor Styles have statistically significant effect on Adaptation Culture is partially accepted.

Table 12. Coefficients

Phase		Unstandardised Coefficients		Standardised Coefficients		
		B	Standard Error	Beta	t	p
1	(Adaptation)	-.019	.993		-.020	.984
	Self-Enhancing	.491	.041	.752	11.912	.000
	Affiliative	-.014	.039	-.023	-.357	.722
	Self-Defeating	.197	.047	.229	.4155	.000
	Aggressive	.061		-.041	-.848	.398

Dependent Variable: Adaptation Culture

H4: Humor Styles have statistically significant effect on Task/Mission Culture. $h_4: \mu_1 > \mu_2$

According to the model summary table of these hypotheses (Table 13), it is seen that independent variables such as Self-Enhancing, Affiliative, Self-Defeating, and Aggressive Humor styles have a regression value of 33.3% on Task/Mission Culture.

Table 13. Model Summary

Phase	R	R ²	Adjusted R ²	Standard Error
1	.577 ^a	.333	.315	3.33687

It is concluded from the ANOVA table of the model (Table 14) that at first phase, the F value is statistically significant as $p < .001$ ($F_{120-2} = 59,726$).

Table 14. ANOVA Values

Phase		Sum of Squares	df	Sum of Means	F	p
1	Regression Value	785.571	4	196.393	17.638	.000
	Residual	1569.991	141	11.135		
	Total	2355.562	145			

Affiliative and Self-Defeating Humor dimensions have statistically significant effect on Task/Mission Culture ($p < .01$). Therefore, if Affiliative Humor increases by 1 unit, Mission/Task Culture increases by 307 units. Also, if Self-Defeating Humor increases by 1 unit, Task/mission Culture increases by 418 units. On the other hand, there is no statistically significant effect ($p > .01$) of Self-Enhancing and Aggressive Humor on Task/Mission Culture (Table 15).

Since Self-Enhancing and Aggressive Humor dimensions do not have statistically significant effects, h_4 which states that Humor Styles have statistically significant effect on Task/Mission Culture is partially accepted.

Table 15. Coefficients

Phase		Unstandardised Coefficients		Standardised Coefficients		
		B	Standard Error	Beta	T	p
1	(Mission/Task)	-4.742	1.789		-2.652	.009
	Self-Enhancing	.106	.074	.132	1.431	.155
	Affiliative	.226	.070	.307	3.234	.002
	Self-Defeating	.444	.085	.418	5.194	.000
	Aggressive	.267	.109	.175	2.452	.015

Dependent Variable: Task/Mission Culture

Conclusion

Although humor is an important characteristic of leadership and management, the number of researches that examine the relationship between leadership and humor is really scarce (Avolio, 1999). According to Decker and Rotondo (2001), using humor in organizations is very effective in terms of motivating the employees, dealing with stress, and building good and positive relationships within the organization. Thus, performance levels of the employees tend to increase. On the other hand, as it is mentioned in this research, there are both positive and negative types of humor. Therefore, it can be stated that the humor style adopted by the leader either has a positive effect on the employees in terms of increasing the performance or has a negative effect that leads to lower performance and higher turnover rates.

In addition, organizational culture perception is a crucial issue for the organizations that constitutes both importance and problems. This is because today's workforce consists majorly of Generation Z members. This is to say

that it is more difficult to create organizational culture perception in the minds and hearts of these employees that are young and have more tendency to change their jobs when compared to the other generations' members. In this sense, adopting and displaying appropriate humor style can be considered as a vital tool which can be used by the managers in order to manage the employees effectively. This makes them adopt the organizational culture and also keep them in the organization for a long term.

According to the results of this study, there is a statistically significant relationship between managers' humor styles and employees' organizational culture perceptions. This means that, according to the analysis especially affiliative and self-defeating, humor styles have statistically significant effects on participation, balance, adaptation, and task/mission cultures. Therefore, it can be concluded that when the managers display affiliative humor style, all dimensions of organizational culture are perceived and adopted by employees. On the other hand, if the managers' self-defeating humor style adoption increases, it causes employees to perceive and adopt all types of organizational culture (participation, balance, adaptation and task/mission) less. In addition, it can be concluded that while positive styles (affiliative and self-enhancing) increase the Generation Z employees' perception of organizational culture (participation, balance, adaptation and task/mission), negative humor styles (aggressive and self-defeating) decrease the Generation Z employees' perception of organizational culture.

Future researches can approach to the retail sector with a wider frame, and a general portrait of the country can be structured by researching different cities and different regions. This would make great contribution to the current literature. In addition, the professionals can make a situational analysis for their organizations by evaluating the findings of both this study and future studies and also detect problems in their organizations. Thus, appropriate/required behaviour within the organization can be displayed by the employees.

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