

WORKPLACE HUMOR IN PUBLIC SECTOR ORGANIZATIONS IN THE  
SULTANATE OF OMAN

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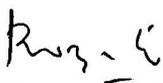
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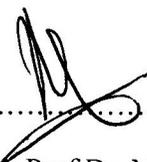
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IN THE SULTANATE OF OMAN

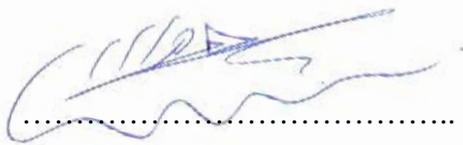
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and supported me all-through my journey

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Taimoor Al Said who taught us to seek knowledge  
even under the shed of a tree

## **ABSTRACT**

This thesis is an attempt to study a humanistic phenomenon where humour is viewed as new managerial and leadership traits for employee motivation and work performance. The study observed that humour at the workplace happening in government departments in Oman is among the reasons that prevent or encourage the management to use humour in appropriate situations. A comprehensive study was also conducted on the effects of humour on the work performance of the employees in the public sectors in Oman. This study is phenomenological in nature based on relevant arguments using case study as the design where samples were selected among employees who have served in three supervisory positions at twenty-five ministries in Oman. Factor analysis, multivariate regression, Pearson chi-square and Spearman's rank order correlation were used to analyse the data and to test the hypothesis. Results of the study showed that humour is evident in Omani public environments entailing its uniqueness as a milieu that promotes humour at work with a sensed tendency towards using affiliative humour style among Omani public managers in addition to being self-enhancing on a personal level. It was also found that humour is not exerted at all times during working hours. Instead, it is situational in nature. In terms of performance, humour generally affects performance in different ways but with a tendency towards the development of positive attitudes and work atmosphere where it was found that humour directly affects humanitarian outcomes such as group cohesiveness, communication and stress reduction. However, it indirectly affects the job-related outcomes such as creativity, organisational culture, leadership and management performance. Hence, this research explores the opportunities for a new humanitarian perspective of management.

## ABSTRAK

Kajian ini berusaha mengkaji fenomena humanistik di mana humor dilihat sebagai tret pengurusan dan kepimpinan yang baru dalam meningkatkan motivasi pekerja dan prestasi kerja. Kajian ini melihat bahawa humor di tempat kerja yang berlaku di agensi-agensi kerajaan di Oman adalah bertitik tolak daripada beberapa sebab yang menghalang atau menggalakkan pihak pengurusan menggunakan humor pada situasi yang sesuai. Kajian menyeluruh juga dijalankan terhadap kesan humor ke atas prestasi organisasi yang digambarkan daripada kriteria prestasi kerja kakitangan awam di Oman. Kajian ini bersifat fenomenologikal berasaskan hujah-hujah yang bersesuaian dengan mengemukakan strategi kajian kes sebagai reka bentuk kajian. Sampel kajian dipilih dalam kalangan pekerja yang telah berkhidmat di tiga peringkat jawatan penyeliaan di 25 buah kementerian di Oman. Analisis faktor, regresi pelbagai, khi kuasa dua Pearson dan korelasi pangkat Spearman digunakan sebagai instrumen untuk menganalisis data dan menguji hipotesis. Kajian ini mendapati bahawa humor lebih ketara di persekitaran awam. Keunikan inilah yang mengalakkan humor di tempat kerja dengan kecenderungan penggunaan gaya humor afiliatif dalam kalangan pengurus-pengurus awam di Oman, di samping meningkatkan keupayaan diri staf. Kajian ini turut mendapati humor tidak berlaku pada setiap masa dalam waktu bekerja, tetapi ia berlaku mengikut keadaan. Dari segi prestasi, pada umumnya humor mempengaruhi peningkatan prestasi dalam pelbagai cara tetapi ia lebih cenderung membangunkan sikap positif dan suasana kerja yang positif. Didapati bahawa humor mempunyai kesan langsung kepada aspek kemanusiaan seperti kejelekitan kumpulan, komunikasi, dan pengurangan stres. Bagaimanapun, ia mempunyai kesan secara tidak langsung berkaitan hasil kerja seperti kreativiti, budaya organisasi, kepimpinan dan prestasi pengurusan. Justeru, kajian ini menyumbang kepada perspektif pengurusan baru berasaskan kemanusiaan.

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## LIST OF SYMBOLS AND ABBREVIATIONS

ANOVA	-	Analysis of Variance Table
ANOVA <i>Sig.</i>	-	Regression Model Fit Significance Value
Bartlett Test	-	Bartlett's Test of Sphericity
<i>df</i>	-	Degrees of Freedom
DG	-	Director General
Dir.	-	Director
FA	-	Factor Analysis
<i>F Sig.</i>	-	Regression Model Significance Value
Kappa	-	Cohen's Kappa Indicator of Symmetry
KMO	-	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
<i>n</i>	-	Sample
Oblimin	-	Rotation for Correlated Factors
OCSS	-	Oman Civil Service System
OHM	-	Organizational Humor Model
<i>p</i>	-	Significant "p" Value
PCA	-	Principal Components Analysis
$R^2$	-	Explained Variance in Dependent Variable by the Independent Variable
<i>rho</i>	-	Spearman Rank Order Correlation Coefficient
SH	-	Section Head
Varimax	-	Rotation for Uncorrelated Factors
WHM	-	Workplace Humor Model
$\alpha$	-	Alpha Confidence Level
$\chi^2$	-	Obtained Chi-Square Value

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## **CHAPTER 1**

### **INTRODUCTION**

For decades, work performance has been the center of management interest as it is the ultimate goal leaders and organizations are aspiring to attain. But have you ever thought of an effective tool that could motivate your subordinates and boost their performance rate without costing you an extra penny? The answer would be in simply trying to draw a smile on their faces and do the performance mathematics. For this reason, humor at work is viewed as the modern tool that professional leaders and managers shall utilize in order to achieve such affirmative and ample results. This was evolved lately in management literature but it is yet unclear whether contemporary managers came across such a behavioral phenomenon in their organizations or not.

This research seeks to explore and explain the realm of humor from its pragmatic point of view. The study provides a first time account of humor as a managerial tool that should be exploited in its proper way. This chapter consists of nine main parts covering a brief background on the attempted study to trigger the gaps followed by the statement of the problem, research scope, research purposes and objectives, research questions and hypotheses, the significance of the research, operational terms, followed by a brief display of provisional research discrepancies, and finally a summarized guide towards the sequential chapters along the thesis.

## 1.1 Background of the Study

Everyone agrees that jokes are silly and there is no hope in silly things being effective (Davies, 2002) particularly if the situation does force on formality and seriousness such as your workplace (Fleming, 2005; Watson, 2006) or when it comes to generate money as in the business sector (Barsoux, 1991; Barsoux, 1993; Martin, 2001). However, many management scholars had proved that workplace humor, to some extent and within limits, is effective in upraising the work spirit and ultimately the employee performance (Duncan, 1982; Barsoux, 1996; Newstrom, 2002; Romero and Cruthirds, 2006). This had led in establishing a whole new body of knowledge called workplace humor, contributing as a non-materialistic work incentive (Malone, 1980; Duncan *et al.*, 1990; Newstrom, 2002).

Writings on the topic had started in the mid 1970s with few attempts in explaining some of the work tasks that humor can play a role in. For example, humor was used as an effective technique in medical counseling (Foster, 1978; Caudron, 1992). Other applications were on tackling work-stress experiences by spreading humor in the environment (Shearer *et al.*, 1998; Fatt, 2002; Edwards, 2003). Following these researches, behaviorists started to recognize the significance of this powerful tool for leaders and managers and they thought of other means for utilizing such a tool by applying it on different situations (Malone, 1980). The results though showed that humor is not always equal in its influence on the employees from different placements (Duncan *et al.*, 1990). This had yielded in the development of the humor-by-situation theory where it is stated that in order to guarantee performance changes, humor usage should reflect on the situation the employee is using it in (Duncan and Feisal, 1989). On the other hand, this theory, like other typical western-managerial theories, was less acceptable elsewhere because it was only tailored to study the work habits of Westerners (Ali, 1996).

The humor-by-situation theory should encompass a degree of cultural aspect in order to observe humor usage from the eyes of non-Western organizations. For instance, the people of Sultanate of Oman (Omanis) have a very unique cultural aspect as they are humorous in their lives. This will give a new milestone to the area

by envisioning the Omani workplace with embedded humor in people not a made one. Moreover, since humor is a flexible tool, all research applications of workplace humor were studying private sector organizations where competition always determines the performance acceleration rate (Page, 2005). This signifies the notion that public agencies are routine masters and no scope of humor could be experienced (Malone, 1980). However, this is not true in all public organizations because it all depends on the cultural setting where you apply humor (Aufrecht, 2001). This suggests that there are some public agencies with a rich experience of humor usage (Barsoux, 1991). For instance and as previously said, Omanis are always humorous (Al Ansi, 1991) and there is a chance that they might exercise it in their public workplaces. If proven so, it will also add a milestone to the studied area.

On the same pathway, the majority of the writers have agreed that humor has a positive effect on performance that is observed in the form of group cohesiveness (Ford *et al.*, 2003; Romero and Pearson, 2004), relieving work stress (Barsoux, 1003; Romero and Cruthirds, 2006), enhancing organizational communication (Fatt, 2002), promoting work creativity (Barsoux, 1993; Fatt, 2002; Romero and Cruthirds, 2006), and others (Duncan *et al.*, 1990; Barsoux, 1993; Barsoux, 1996; Romero and Cruthirds, 2006). In those terms, the performance per se is understood in the form of the factors that shape the work performance not the organizational performance. However, none of the previous researches had investigated the true determinants of performance that humor could be affecting upon (Ford *et al.*, 2003) and hence, very few efforts were made to measure the effect of humor on performance by demonstrating examples and situations that could favor the state, but yet it was not enough to document the results as positive (Breeze *et al.*, 2004); even though performance criteria do exist in many work settings but none of the previous research attempts had investigated the effect of humor upon those criteria. For instance, it was understood that Omani public sector employees are known for having low quality service standards due to many judicial, social, and economic aspects (Al Moharbi, 1996; Al Ismaili, 2004; Al Kathairi, 2006) but none of the research attempts were undertaken to investigate the effect of workplace humor in Omani public work environment.

It has been stated though that the mistake in not reaching the required results was due to misunderstanding the concept of humor usage where it has been taken for granted without identifying the true source of humor (Malone, 1980; Duncan *et al.*, 1990). In fact, the traits of the leading cluster in the organization is the heart of a successful management practice (Buckingham, 2005) and hence, managers or head of departments are the true source for allowing humor, or not, in the workplace and they are the only ones who should identify the measuring criterion for performance change (Malone, 1980; Duncan *et al.*, 1990; Collinson, 2002). In a simplified form, researches were focusing on employees' fun and their milieu but neglected the managers and supervisors because they thought they were not concerned about it (Collinson, 2002). This research on the other hand, will prove that managers are in fact employees and if they do not support humor at work then who would do so. Therefore, if these factors are identified from the right source, particularly, managers at public sector organizations with its cultural blend, and then tested upon, it could open the doors for another new spectrum of the humanitarian school of management.

## 1.2 Main Research Gaps

From the previous section, it shall be derived that the following are the main research gaps that needs to be addressed in this research:

- Previous researches recognized the significance of humor as a tool for management and leadership but within the proper situation or occasion (humor by situation theory), yet without any attempt to justify it via a research attempt
- Culture was introduced as one of the means that differentiates the situation that humor would be exerted within and hence, it is viable to explore the exertion of humor within work milieus that would possibly embrace humor as part of their cultural blend such as the Omani humorous culture
- Almost all research applications of workplace humor were geared towards studying the private sector organizations (Yarwood, 1995; Page, 2005) where competition always determines the performance acceleration rate

unlike the public sector organizations where they are signified with the notion that it is routinized with no scope of humor could be experienced within its work environments

- The misunderstanding of the concept of humor usage is apparent where humor has been taken for granted without identifying the true source of it at work. In other words, previous researches were focusing on employees' fun and their milieu but neglected the managers and the supervisors because they thought they were not caring about it other than being the real rejecters of humor exertion at their work environments
- The majority of the writers have agreed that humor has a positive effect on performance but in forms such as enhanced group cohesiveness, relieving work stress, enhancing organizational communication, promoting work creativity and the like but none of the them had justified it yet (Duncan *et al.*, 1990). In fact, none of the research attempts had investigated the true determinants of work performance that humor could be affecting upon particularly at public sector organizations
- An entirety of the functionality of humor at work is not clear enough to explain such a phenomenon at the work environments leaving the subject area with models that were not researched yet

### **1.3 Problem Statement**

This research is about exploring the possibility of explaining the behavior of humor usage by management within the workplace and whether it has an influence upon performance. It will verify the stated fact that Omani people are humorous by reflecting that nature per se towards the Omani public sector environment formed in the Omani public supervisors within the Omani civil service system. This would entail a true justification of whether Omani public employees in the supervisory positions exert humor with their subordinates and understanding the reasons that might hinder them from doing so. It requires a thorough explanation of the humor styles and the proper situations that Omani public employees in the supervisory positions would favor or not to use in their organizations. In spite of that, the

research is emphasizing on the justification of the connotation that humor at work would positively affect performance. This is sought by interpreting performance from the Omani civil service law on performance evaluation where humor is tested for its effect, if any, on each of the performance evaluation criteria. Consequently, this should aid in explaining the functionality of humor at work in a tidy system if applicable.

#### **1.4 Research Scope**

This research is bound to specific notifications of the study as it encompasses specific aspects of the undertaken attempt. Thus, the following themes justify the scope of the research:

- The research will focus on the Omani managerial perspective towards workplace humor as the real source of humor at work that is formed in the Omani civil service system (OCSS) in the Sultanate of Oman
- The Omani civil service entities that will be covered in this research are the 25 civil service ministries that are governed by the Omani civil service law and its charter
- The managerial perspective is known in the OCSS as the supervisory level positions. These supervisory positions are formed in the following three designations which this study will also adopt:
  - Director General (DG)
  - Director (Dir.)
  - Section Head (SH)
- This research will cover the chosen sample from the 25 ministries across the three supervisory level positions within the Governorate of Muscat
- The attempted study will focus on the male personnel in the three supervisory positions in the OCSS
- The research will emphasize upon the theoretical implementation of the humor usage in the Omani public sector agencies whether it is situational humor or all time humor driven by need

- The research would attempt to address the trivial problem if whether humor does positively affect work performance in the Omani public sector organizations or not
- The study will focus on the performance determinants that are adopted by the Omani civil service law for the significance relationship with humor usage
- The research would aim in providing a model that explains workplace humor in terms of its components

### **1.5 Research Purposes**

This exploratory, descriptive, and explanatory research has a main purpose of understanding, describing, and explaining the phenomenon of workplace humor for the Omani employees in the supervisory levels by adopting the case study as a research strategy in order to justify empirically the theoretical connotation that humor does affect work performance positively. Nevertheless, it is significant to describe the performance determinants that are adopted into the Omani civil service system (OCSS), before indulging into drawing any conclusion on how performance is affected upon. At this stage of the research though, the phenomenon of workplace humor should be understood generally in terms of a theme that is: Managers are the real source of workplace humor and they are the true generators and boosters of performance no matter where they are using it; the effect should always be positive. Thus, as a trivial objective, the study would explore and explain the reasons that hinder Omani public employees in the supervisory levels from exerting humor at their workplaces or sometimes change the style of humor upon need; which will be helpful in explaining the functionality of humor in the workplace.

On a personal level, humor at work is one of the interesting topics that the researcher is aiming to investigate, knowing that the researcher is a proponent of humor and a strong promoter to be implemented at work. The researcher believes it will surely support the concept of management as being humanistic in its nature, which could be a live view of an organizational behavior. In addition, the researcher

is interested much in exploring the uniqueness of the Omani culture formed in the field of the Omani public administration organizations that come under the Omani civil service system.

## **1.6 Research Questions and Hypotheses**

The previous section had introduced the general themes of the research along with the main aims and how to go about accomplishing them. Hence, the thematic question that this research is attempting to address is as under:

- How humor usage is envisioned in the Omani public workplace

The thematic research question is very general and it has to be addressed with much focused questions. Thus, it will be attended from three aspects that are; the existence of workplace humor, situational humor theory, humor-performance relationship. The research questions that correspond with the previous three aspects are as following that will be also followed with an elaboration on how will go about answering each of them. The first question is as under:

1. Is humor evident at an Omani public workplace?

Addressing the above question will encompass a rigorous research and analysis on the main reasons that does not favor using humor at work. It will drive the researcher to understand the proper aspects to consider in using humor at work. Most importantly, it will study the effect of Omani employees in the supervisory levels and their role in promoting humor usage in the Omani public organizations by a thorough analysis of their perspectives and thoughts on the matter. Nevertheless, this will entail researching and studying the methods and types of humor used in the Omani public organizations and how it is perceived. Above all, it will be justified by literature on how humor is significant in the workplace and by considering the above connotations. Yet, the hypothesis for this research question is:

- Humor is strongly evident in the Omani public environment

The second question is:

2. Is the humor usage in the Omani public workplace situational?

The answer to the above question will cover a wide range of research on the proper meaning of situation and its underpinning applications where humor could be used. In fact, it will address the two theories of humor usage; the first is the decision of using humor every time and any time, the second though is the favoring of humor usage in justified occasions. This will be supported with real-life instances from the Omani civil service system and the gathered data that touches the argument whilst theoretically justifying it from literature leading towards a statistical investigation for such an affect by using regression analysis. The hypothesis for this research question is:

- The usage of humor at the Omani public workplace is affected by the situation

The third question is:

3. Does humor usage positively affect work performance?

The above question hypothesizes the notion that behaviorist and management scholars had stated that humor does positively affect work performance but it was not yet grounded as a justified theory. Hence, there will be two parts in answering this question where the first involves a thorough research and analysis of the true determinants of work performance where insights on work performance will be adopted from the Omani civil service system. The second part will be build upon the first part where a thorough analysis of humor usage and its effect will be undertaken. As a matter of fact, the second part would require statistical hypotheses on the relationship between humor usage and each performance determinant, which should be inferentially tested for significance. Yet, this will call for a methodical analysis of the true determinants of work performance and the ones adopted by the civil service law in the Sultanate of Oman which the humor-usage effect will be tested upon.

Thus, the researcher had embraced the notion that the Omani performance appraisal system is a feasible and yet reliable for analysis where the research hypothesis shall be the following:

$H_0$ : Amount of Exerted Humor and each of the Performance Determinants are

independent of one another

$H_a$ : Amount of Exerted Humor and each of the Performance Determinants are associated with one another

## **1.7 Research Objectives**

In order to attend to the research questions and the underpinning hypotheses, the researcher is aiming at accomplishing the following objectives:

- Describing the functionality of workplace humor at the Omani public environment in terms of the humor styles and outcomes which will verify the possibility for interpreting workplace humor and how it is functioning within a public work milieu
- Elaborating on the main reasons that hinders the managers from exerting humor at the work environment
- Verifying the possibility to explain the functionality of humor at work by interpreting the suitable situation and whether it has an effect on the functionality of humor when exerted at work
- Describing the relationship between humor usage at work and employee performance
- Establishing an integrated model that would explain the usage of humor at work in general

## **1.8 Significance of the Study**

This research has many milestones that support the rivalry towards originality and to reserve its uniqueness among the forefront of management applications. Yet, the following points document for the significance of this study:

- It is the primary attempt to explore humor at work in a different cultural background with emphases on observing real humor in public administration bodies. In fact, it will backbone management scholars in researching other applications of humor given the cultural input and work behaviors where this study will be considered as simple guidelines in knowing the proper way for observing such a behavior and what to document. In addition, this research is the first serious attempt to provide a thorough review of literature on workplace humor phenomenon covering the definitions, its types and applications, and its advantages and the disadvantages along with the underlying theories
- The fact of the matter that humor had never been observed on managers where they were always viewed as rejecters of humor in their work settings. Hence, this study is original in focusing on the opinions of managers on applying some fun in their departments or sections and fostering the perception that humor could become an effective and a contemporary managerial and a leadership tool. In fact, it will aid behaviorists and psychologists in understanding the reasons for humor-usage hindrance in many public organizations in the form of general guidelines. Moreover, it will provide guidance in proposing effective strategies for introducing humor in other work settings by understanding the correct way for influencing managers on the benefits of workplace humor
- This study provides a first chance to observe change management from another perspective as humor is perceived as a tool that managers will use to force acceptance of any change in organizations by fostering group cohesiveness within the organization. The study will hammer on how humor will assist Omani leaders and managers in introducing change with minimum resistance and higher rates of appreciation and adoption particularly when the studied grounding is a routinized and a bureaucratic system as the governmental sector

- This research is a serious attempt to account for the usage of humor in public administration milieus and a proof for a new motivational technique where humor is viewed as an alternative motivating factor for employee performance since it is always cumbersome to attain any materialistic rewards for such efforts and yet comes humor to fill that gap. In fact, this is truly evident in the Omani civil service system since financial rewards are rarely distributed to the public employees due to realistic or unrealistic state reasons
- This research provides a proved indication of humor at work being situational not an all time entertainment. This will aid behaviorists in focusing their studies on possible situations or occasions that humor shall have the most effect upon performance by applying it in a different cultural blend
- Humor is observed in every occasion which entails that many application settings shall embrace a degree of humor usage in it. Hence, this research will provide a solid grounding for generalizing the results and initiating further theories and applications of humor usage and how it affects the performance of each studied area. Different applications shall be drawn from this research to be implemented in different settings and cultures. Such proposed sectors as education, medicine, training, communication, marketing, and etc.
- Exploring and affirming the factual instances that Omani people are hilarious by nature due to the simplicity of their culture and the norms that control such communities. This is vital in social science applications given that there is no clear evidence on Omanis being humorous which widens the research perspective to cover the effect of and on culture with regards to humor usage
- This thesis will be a first time account for attesting the fact that humor usage in the workplace does positively affect work performance where the performance criteria are the standard ones used by the governmental official body in the Sultanate of Oman and under a national law for civil service. This will aid behaviorists in understanding workplace humor on solid research findings that should be used to form a

theory of how humor usage affect performance and how shall leaders and managers use it towards guaranteeing success in their organizations

- The results of the study provide a justified conclusion upon the relationship between humor usage and the two dimensions of performance that are human-related and work-related. This would open the doors for further research upon the underpinning dimensions that make such an argument and how humor would affect on each
- This research provides a thorough literature and a comprehensive framework for explaining the functionality of humor at the work environment by discussing the preset models and proposing a new model

## 1.9 Operational Definitions

This research is enriched with terms that could mislead the reader if not explained, particularly the ones pertaining to the core of the study that is humor. The following definitions are for the key operational terminology and definitions used in the following chapters:

- Humor: A verbal or non-verbal conduit of communication aimed at creating a positive atmosphere among people (Cooper, 2005). Romero and Pearson (2004) defined humor as an amusing communication that unite, direct, and energize people. Hence, it could be defined as a communicational matter that aim's at spreading happiness and joyfulness among people
- Fun: It is the act for feeling the joy and pleasure (Dandridge, 1986). Humor in fact, is viewed as a holistic picture of any funny activity (Davies, 2002) and hence, humor and fun are having the same meaning and shall be used interchangeably
- Joking: It is the act of telling a joke that is known for being amusing to others. Yet, joking viewed humor as a tool for generating laughter (Linstead, 1985; Nevo *et al.*, 2001). Hence, it shall be concluded that humor has the meaning of joking (Duncan and Feisal, 1989) and could be used interchangeably

- Workplace Humor: Any activity of laughter, fun, or amusement used in the work milieu, namely the relationships that justify those activities, is known as workplace humor (Duncan *et al.*, 1990). Hence, it could be simply defined as any amusing communication that would produce positive emotions among organizational members
- Humor Exertion: When humor is used in any environment then it is said to be exerted within it or it is simply connoted as humor usage
- Workplace Humor Styles: These are the four styles that were affirmed by Martin and his colleagues (2003) where they proposed aggressive, affiliative, self-enhancing, and self-defeating styles
- Workplace Humor Situations/Occasions: Times and places where a person is able to have some fun with his/her subordinates or peers and that is originated upon the protocol that managers always choose the right time and place to say funny things (Newstrom, 2002). This is different than the intentions that could explain the situations or the occasions but it cannot be claimed to be one (Martin, 2001)
- Workplace Humor Theories: Theories that evolved from literature of humor at work where it was found that there are two dimensions in explaining workplace humor and those are: humor by situation theory and the second is need for fun theory
- Employee Performance: Tasks and duties that the employee is attempting in order to fulfill his/her job be it managerial, executive, or technical (Mullins, 2002; Watson, 2006)
- Management Performance: Managers perform their normal duties of planning, organizing, influencing, and controlling which are said to be their measured performance (Boone and Kurtz, 1999; Mullins, 2002). In other words, when managers are questioned for their input or performance *per se*, it shall be understood in the previous four functions of management (Mullins, 2002). In this research, when the word "performance" is found, it denotes towards management performance unless it is specified. Also, when the words "performance determinants" are found, it denotes towards the performance criteria that define the

tasks and duties that the managers are held accountable for achieving in their jobs

- **Desired Organizational Outcomes:** The outcomes that any organization would aspire to attain in return for its exerted efforts where it includes the major activities that employees perform to accomplish their work tasks (Romero and Cruthirds, 2006). These outcomes are: group cohesiveness, communication, stress reduction, creativity, organizational culture, and leadership (Romero and Cruthirds, 2006). In this research, it is assumed that
- **Performance Determinants of Omani Civil Service System:** These are the twenty (20) components of the annual evaluation report for supervisory positions (director general, director, and section head) in the civil service charter of the Omani civil service law

## **1.10 Thesis Summary**

This thesis started by an introductory chapter that summarized the general themes of the attempted research and the designated methodology and research techniques. The remaining chapters though would be summarized in the following subsections.

### **1.10.1 Chapter Two Overview**

The contextual context or simply known as literature review is segmented into two main parts that constitute many subsections that elaborate on the main aspects of the topics. The first part is considering the phenomenon of workplace humor along with its theories and how to manage it across the organization. The second part emphasizes on the environment within which the research is taking place that is the Omani civil service system in the Governorate of Muscat.

### 1.10.2 Chapter Three Overview

The third chapter highlights on the adopted research methodology in this study along with the justification of the strategy, process, and collection methods. The chapter also emphasizes on the sampling strategy and technicalities of the proposed analysis with respect to the proposed research questions.

### 1.10.3 Chapter Four Overview

The fourth chapter is the implementational side of chapter three where the collected results will be displayed, analyzed, and discussed in light of the literature review and the supportive evidences theoretically and empirically with respect to each research question, hypothesis, and the workplace humor model.

### 1.10.4 Chapter Five Overview

The fifth chapter displays a thorough discussion of the presented findings and analysis from chapter four and pertaining to each research hypothesis. This is followed by the final conclusions of the thesis in addition to the based assumptions and faced limitations across the study. It will also include research and implementational recommendations for future perspectives.

## **CHAPTER 2**

### **LITERATURE REVIEW**

The process of research entails a prior step of comprehending the previous attempts and findings in order to identify any prospected research opportunities (Collis and Hussey, 2003). This chapter is the core stone of the whole research since it directs towards and determines the gaps that should be filled in the body of knowledge. The framed literature review for this research though is made of two main clusters where the first is a review upon the use of humor in the work environment which constitutes three main review-segments starting with a discussion on humor in the organizational development context followed by a comprehensive context on humor, style, and its underpinning theories and finally, a thorough discussion of the effect of humor upon work performance. The second part is a brief review on the Governorate of Muscat in Sultanate of Oman and the governmental structure it embeds.

#### **2.1 Organization Development**

Organization development (OD) is an applied behavioral approach to reforming and planning change, and introducing developmental schemes to an organization in the hope for total effectiveness. Thus, the two main characteristics in organizational development are change and development. The ideal definition was

made by Huse and Cummings (1985) as they stated that organizational development is

A system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.

(Huse and Cummings, 1985: 2)

In simple terms, OD is concerned with the attempt and efforts to improve the overall performance and effectiveness of an organization by reflecting on the relationships among the organizational members (Cook and Hunsaker, 2001). Hence, OD's significance comes from the fact that it is thoroughly focused on the development and performance of those individuals and groups of people who comprise the organization and promoting a motivational climate that influences such levels of performance (Glasser, 1995; Mullins, 2002). For instance, OD assists managers in (Huse and Cummings, 1985):

- Providing the necessary skills and knowledge for establishing effective interpersonal relationships
- Showing personnel how to work effectively with others in diagnosing complicated problems and devising appropriate solutions
- Helping other personnel to be committed to the set solutions which increase the chances for their successful implementation

### 2.1.1 OD Interventions

OD scholars had categorized the processes of organizational development into small groups in order to concentrate on achieving some of the previously mentioned duties. However, few thinkers did not comprehend the meaning of such grouping and they considered the processes as groups of skills, techniques, and approaches of OD (Mullins, 2002). In fact, these groups, termed interventions, are

set based on planned change activities which are intended to assist an organization to become more effective in solving its problems (Huse and Cummings, 1985). Thus, the approaches are grouped in terms of their intention for solving specific problems forming an area of interest in OD. According to Huse and Cummings (1985), there are four interventions as following which are portrayed in appendix A with its designated approaches:

- Human-Processual Intervention; It focuses on the human side of organizations where it studies the interaction processes within the members such as communication, problem solving, leadership, and group dynamics
- Techno-Structural Intervention; It focuses on organizational technology and structures that links people. Such technology includes work methods and work flow, while structures include division of labor, hierarchy, and work design
- Human Resource Management Intervention; It focuses on the mechanisms for integrating people into organizations by studying the personnel practices such as reward systems, career planning, and career development
- Strategy Intervention; It focuses on the proper thoughts and methods for utilizing the resources to gain a competitive advantage. Such areas are as strategic choice, environmental assessment, and corporate culture

### 2.1.2 Quality of Work Life Approach

In the previous section, the Human-Processual intervention was explained by its implementation base as it emphasizes on the significance of the human factor in the organization (Huse and Cummings, 1985), which in fact is the heart of the organization (Mullins, 2002). In other words, organizations are explained for their development attempts by their human beings as the basis of discussion. However, this explanation is somewhat ambiguous as it deprives the right of the other factors of the organization to take a role in the organizational development attempt where the ideal explanation is reaching the level of human initiative, choice, and factors at

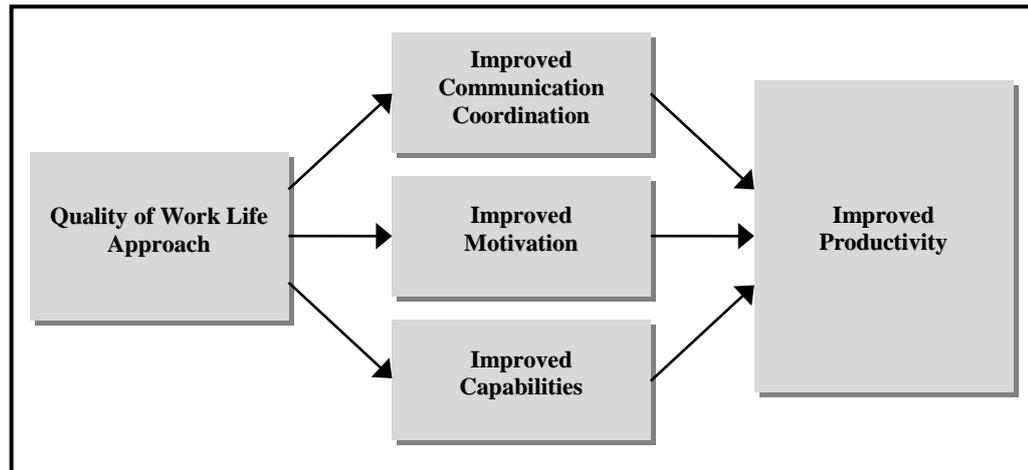
the level of social, political, and economic context or structure (Watson, 2006). It is the individual humans and their surroundings of the societal, political, and economic aspects that affect in the formation of the procession. This in fact, is demonstrated by the Techno-Structural intervention.

From a much thorough view on the Techno-Structural intervention, it is quite evident the level of work related matters it embraces where one of the most significant approaches to tackle such matters in the workplace is what is termed as quality of work life. Quality of Work Life – simply connoted by QWL – approach is viewed as a way of thinking about people, work, and the organization as a whole in order to spread well-being among workers as well as promoting organizational effectiveness (Huse and Cummings, 1985; Bruning and Turner, 2009). The meaning of the “well-being” is understood from the wordings of Kopelman (1985) where he defines QWL as:

A philosophy of management that enhances the dignity of all workers, introduces changes in an organization’s culture, and improves the physical and emotional well-being of employees.

(Kopelman in Martin, 2001: 293)

Despite the realm that the above definition is presenting, Martin (2001) doubted any performance improvements resulting from QWL programs where he perceived the situation as only improving work conditions, tasks, and structures. In fact, QWL programs do not have a direct influence on performance where it first affects on factors that will in turn affect performance and that’s why they are referred as interventional approaches. For instance, management shall improve the communication channels among organizational members such that decisions are transparent which will ultimately affect performance in any form (Huse and Cummings, 1985). Figure 2.1 in the next page exhibits the way a QWL program would affect work productivity.



**Figure 2.1:** How QWL Affects Productivity (Huse and Cummings, 1985:204)

Based on Figure 2.1, it shall be stated that by implementing the QWL approach in the workplace, the communication, motivation, and capabilities of the organizational members will be improved which eventually means a positive-indirect effect on the other OD interventions too. In fact, one of the effective ways to spread a healthy work life and improved harmonization is by having fun or precisely humor at work (Glasser, 1994; Barsoux, 1996).

### 2.1.3 QWL and Fun

Imagine a workplace where people love their work environment, and they are calm, stress-free, and happy all day long; obviously, people who are in good spirit will be much productive than others who are not (Barsoux, 1993; Glasser, 1994; Templar, 2003; Urquhart, 2005). And fun is one of the ways to support the mentioned work conditions' set (Barsoux, 1993). People, in fact, like to be with employees who are friendly and having fun with them (Glasser, 1994; Collinson, 2002; Macks, 2003; Templar, 2003). Hence, laughter creates a bond that brings people together (Caudron, 1992; Stauffer, 1999; Craumer, 2000) and this is the main aim of QWL programs as previously stated by Kopelman (1985), which states that spreading fun in the workplace is an essential method in improving the QWL and humor in turn is a primary technique of developing funny environments. The Freibergs (1997) in their description of the fun strategy that Southwest Airlines had

adopted; demonstrated the significance of humor in the meaning of a proper QWL approach by stating that:

When you are having fun at work, it does not feel like work at all; its better than tolerable, its enjoyable. Having a job that is fun is certainly worth holding onto; people are more likely to accept ownership of their responsibilities, and much more inclined to go the extra mile and do whatever it takes.

(Freiberg and Freiberg, 1997: 205)

Hence, many behaviorists had recognized the importance of such a tool in improving the work ambiance and pointed that some degree of fun by humor should be injected in every work placement (Newstrom, 2002).

## **2.2 Realm of Humor at Work**

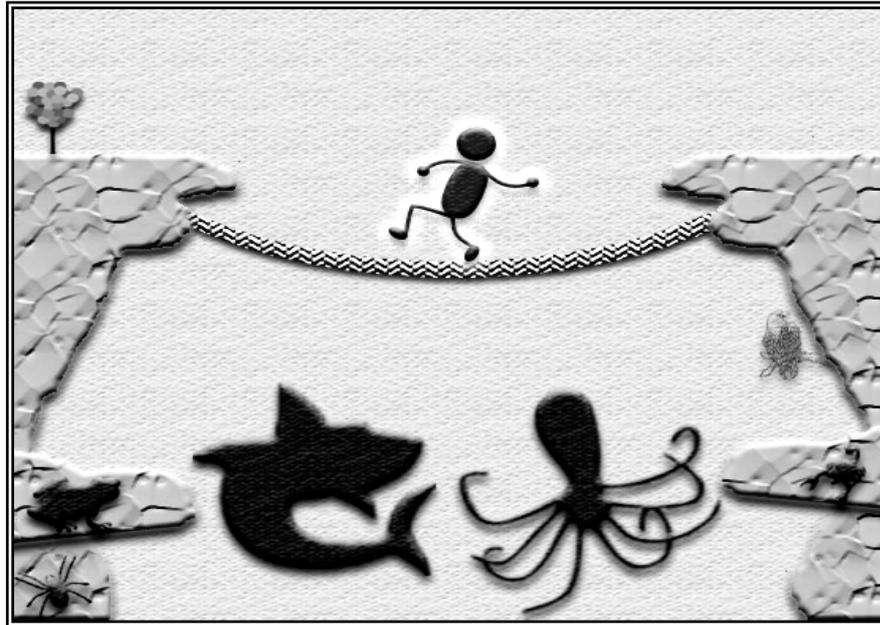
From a psychological perspective, it was apparent that humor at work was studied at different phases in terms of its feasibility and usability and not upon the literal meaning of the term (Al Saeed, 1990; Barsoux, 1993). It justifies the exerted efforts by many behaviorists to illustrate the consequences of humor via diverse situations that humor would have beneficial or harming outcomes where eventually was viewed as the essence of humor at work. Yet, and before indulging into the prospects of the workplace humor, it is viable to start with a thorough description of humor itself and determine its association with other terms such as fun and laughter. The following subsection would shed a light upon.

### **2.2.1 Humor in Definition**

Humor is a complicated and multifaceted phenomenon that it does not lend itself to a single generalized definition (Cooper, 2005; Romero and Cruthirds, 2006).

A general thematic definition was made by the biologists as they had illustrated humor as a gesture-reaction by moving fifteen muscles on the face allied with a change in breathing, hence, it is a physiological attention towards a very sophisticated stimulus (Al Saeed, 1990). As a first technical temptation though, psychologists had defined humor as a normal verbal conduit of communication (Cooper, 2005) whereby there is a sender and a receiver with the underpinning technicalities of encoding, noise, and decoding (Avolio *et al.*, 1999). Others had flourished the previous thought into sets of emotions shared by an agent (person) with another individual (target) that is intended to be amusing to the target and that the target perceives it as an intentional act (Hornblow, 2003; Cooper, 2005). On the other hand, many writers had understood humor in other forms such as fun and jocularity where humor was viewed as a holistic picture of any funny activity (Davies, 2002) and the latter viewed humor as a tool for generating laughter (Linstead, 1985; Nevo *et al.*, 2001). Yet, it is evident to distinguish between humor and a sense of humor as the first represents a behavior and the latter is a trait (Cooper, 2005; Yip and Martin, 2006).

From another perspective though, humor is said to deal with incongruity that is disorder and abnormality (Barsoux, 1993; Yarwood, 1995; Barsoux 1996; Watson, 2006). It simply means that people often laugh about the things that worry them most (Barsoux 1996; Watson, 2006), which eventually retains their sanity and rational thinking into the proper order (Watson, 2006). Figure 2.2 in the following page depicts the concept of humor as the glimpses of the tightrope walker over the abyss that encompasses different types of threats.



**Figure 2.2:** Humor Helps in Passing the Abyss (Watson, 2006: 157)

The meaning of incongruity is understood in the unexpected circumstances that the tightrope walker might face along his/her walk towards the other end of the mountain and yet he/she glimpses (laugh's) downwards and remind him/herself of the possible intimidations that might be faced if he/she will fall down (Watson, 2006). This depicts the real life of human beings while they pass through their journey of life and how they address possible discrepancies. However, and despite all those different views, the formal definition is to understand humor in terms of its actions as stated by Romero and Pearson (2004) in their article:

We define humor as amusing communications that unite, direct, and energize people in ways that benefit the individual, group or organization.

(Romero and Pearson, 2004: 53)

The previous definition had given the birth for the notion of workplace humor as it will be elaborated upon later. Nonetheless, it is quite significant to notify on other forms of meanings of humor particularly the ones that explain it in terms of its justification of usage such as in the work of Jean Barsoux (1993) as he stated that humor could be a sword, a shield, or a value; others stated that humor could be

aggressive, self-enhancing, and so on (Martin *et al.*, 2003; Romero and Cruthirds, 2006). Above all, almost all behaviorists agreed that humor is a communicational tool between human beings regardless of any intentions that could drive such an act.

### 2.2.2 What is Workplace Humor?

Generally, any activity of laughter, fun, or amusement used in the work environment is termed workplace humor (Duncan *et al.*, 1990). However, and as stated in the previous subsection that humor is a communicational medium between people (Avolio *et al.*, 1999; Hornblow, 2003; Cooper, 2005), then workplace humor should be explained in the context of the relationships among the organizational members. For the most part, these relationships can take any form such as weekend parties, birthday parties, sport days, camping and barbeque plans, and others (Dandridge, 1986) but humor is much deeper than just refreshing activities. In fact, it is tied to the sensitive relationships between peers and their bosses (Malone, 1980) where drives or reasons for such humor usage are evident (Duncan and Feisal, 1989). Romero and Cruthirds (2006) put it in a very general form by stating the following:

We propose that organizational humor consists of amusing communications that produce positive emotions and cognitions in the individual, group, or organization.

(Romero and Cruthirds, 2006: 59)

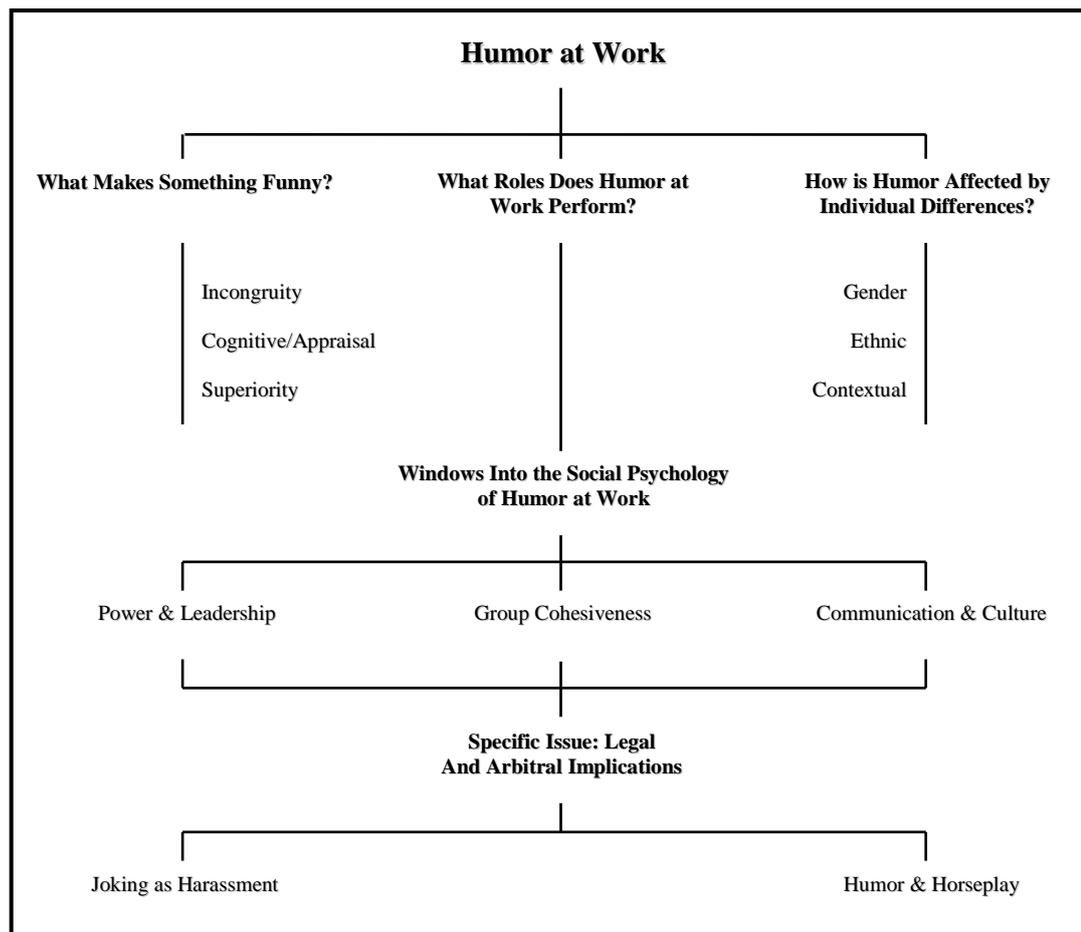
As a trivial instance, an employee always praises his/her boss by telling silly jokes where the boss, in return, might make the employee his/her right hand and involve him/her in some of the decision making process (Duncan *et al.*, 1990) or might be lenient in giving away the employee few days off without reducing his/her leave account (Barsoux, 1993). Hence, these examples and more are natural in any work setting that it was thought of humor and work as mutually exclusive activities. Thus, it is evident that workplace humor is associated with relationships among employees and their managers where it is controlled by specified determinants

(Duncan and Feisal, 1989). In addition, the work setting is not restricted to either private or public since workplace humor is evident enough at any work setting (Yarwood, 1995; Aufrecht, 2001) as it will be elaborated upon in upcoming subsections.

### 2.2.3 History of Workplace Humor

Comedy in general was recognized by numerous theorists of humor beginning with Aristotle and onwards (Watson, 2006; Dmitriev, 2008). However, workplace humor per se was started to be recognized in the mid 1970s where few attempts were taken to explain some of the work tasks that humor can play a key role in. In fact, Foster (1978) was the first to explore humor as an effective technique in medical counseling where it was evident that patients appreciated the attitude of counselors and were happy talking about their problems freely (Caudron, 1992). Other psychologists had promoted humor as a tool for handling stress in general and work stress in particular and that was by spreading as much laughter and humor in the environment as possible (Shearer *et al.*, 1998; Fatt, 2002; Edwards, 2003). Figure 2.3 in the next page exhibits the main themes and issues of the workplace-humor literature since the early days.

In the early eighties, behaviorists started to recognize the significance and the power of this tool for leaders and managers and they thought of other means for utilizing such a tool by applying it on different situations (Malone, 1980). The results were showing that humor was not always equal in its influence on employees from different placements and situations (Duncan and Feisal, 1989; Duncan *et al.*, 1990). Thus, behaviorists started to point on humor as a rich source of racism and sexual harassment (Leap and Smeltzer, 1984; McGee and Shevlin, 2009).



**Figure 2.3:** Conceptual Framework for the Workplace-Humor Review (Duncan *et al.*, 1990: 256)

This had yielded in the development of the humor-by-situation theory where it was stated that in order to guarantee performance changes, humor usage should reflect on the situation it was used in (Duncan and Feisal, 1989; Duncan *et al.*, 1990) particularly, if the cultural background is diverse among the organizational members (Linstead, 1985). Consequently, other applications of situational humor appeared to the surface of literature such as education, security, marketing, and the like (Ziv, 1988; Cline *et al.*, 2003; Dmitriev, 2008). However, this theory, like other typical western-managerial theories, was not accepted elsewhere in the world because it was only tailored to study the work habits of westerns and western backgrounds (Hofstede, 1993; Ali, 1996).

The fact of the matter is that the humor-by-situation theory should encompass a degree of cultural aspect in order to observe humor usage from the eyes of non-

western organizations (Smith *et al.*, 2000). Lately, many researches were geared towards understanding the impact of humor on workplace culture and how diversity is influencing the usage (Gundelach, 2000; Holmes and Marra, 2002). However, there were still some issues that need to be addressed in terms of functionality of humor and its benefits (Ford *et al.*, 2003). Moreover, the recognition of when the need of humor is evident was a major issue spotted by management scholars where it was the source of the second theory of humor named need-for-fun (Glasser, 1994; Bakke, 2005). In fact, recent studies showed that humor has a significant effect on performance where it should be sensed by the right person that is the manager (Ford *et al.*, 2004; Newstrom, 2002). Nowadays, many researches are taking place to prove the gray areas which are not addressed or yet to be studied. The following subsections though, will elaborate more on each aspect of the workplace humor's history line.

#### 2.2.4 Styles of Workplace Humor

Many attempts were sought in order to explain humor usage in terms of the characterizing styles; however, it was cumbersome enough since each explanation was not truly providing what it was expected. As in previous subsections of this chapter, workplace humor was explained in terms of its purpose (Barsoux, 1993) or by the required attitudes (Romero and Cruthirds, 2006) or by simply the topic (Leap and Smeltzer, 1984; Ford and Ferguson, 2004). Conversely, humor should not be partitioned into styles since humor is simply humor; the idlest segmentation of humor – since it is comprehended in terms of communication – is in the form of the communication methods that are verbal and nonverbal (Thill and Bovee, 1996). Thus, more specifically said, humor styles are based on the communicational type of usage that is oral, gestured, and admitted. The fact of the matter is that this explanation is not researched yet and the most acceptable way to observing humor styles is presented in the work of Romero and Cruthirds (2006) as they proposed the following five workplace humor styles:

- Affiliative Humor; which is built on the objective of amusing others and building relationships in order to have a positive environment

- Self-Enhancing Humor; which is built on the notion of positive thinking in order to cope with stress and maintain a humorous sense during difficulties
- Aggressive Humor; which is built on the aim of manipulating others by implying threat or humor that entails using sarcastic and disparaging humor
- Mild Aggressive Humor; which is stated in the form of a playful description of disagreement or a notification towards an act or a work practice
- Self-Defeating Humor; which is aimed at making the person more approachable by others and that is by using self-disparagement and status tolerance

By the same token, it is apparently evident to note that Romero and Cruthirds (2006) built their arguments upon the work of Rod Martin and his colleagues (2003) as they had proposed only four of the previous styles where they had stated that there is only one aggressive style of humor (Martin *et al.*, 2003; Veselka *et al.*, 2010). This justifies that there is no meaning in having a style named mild-aggressive humor since it is a degree of another original one that is named aggressive humor. Above all, it shall be concluded that the above humor styles are the ones well documented and in further sections of this chapter, it will be evident to rely on the original four styles that were developed and researched by Martin and his colleagues (2003).

### **2.3 Theories of Workplace Humor**

Management theories were structured in order to illustrate upon the best and the ideal style or method a person would implement to ensure business success (Buckingham, 2005). However, seldom of such theories did accentuate on the significance of humor in the workplace in terms of a management style (Malone, 1980; Duncan *et al.*, 1990; Collinson, 2002; Newstrom, 2002). Therefore, it was not

that appealing to many researchers to form a body of knowledge that a theory would be derived from and controls humor usage. On the other hand though, management theories could guide towards a superficial understanding of the importance of humor at work. For instance, McGregor's (1969) work philosophy categorized management styles into "Theory X" and "Theory Y"; where he said that the first theory describes the work environment with the workers viewing their workplace as undesirable because of the rigorous management style and thus they work and strive just for money (Mullins, 2002; Rees and Porter, 2003). Unlike the second one that is "Theory Y" where the work is observed being interesting and rewarding and yet workers respond positively to their jobs as their personal responsibility (Mullins, 2002; Rees and Porter, 2003). Therefore, it shall be said that work should be made enjoyable and humor certainly has a key role to play in this respect (Fatt, 2002).

The fact of the matter is that there are many theories on humor concentrating on the psychological aspects of the humorous act which views the action of humor at work as a communication channel (Avolio *et al.*, 1999) and others considered it as a vital part that would be interesting in social theories (Collinson, 2002). However, behaviorists had distinguished workplace humor theories as the ones that apply to the organizational setting, particularly among organizational members but those theories are not yet structured ones per se as they were derived from the literature (Al Kathairi, 2006). In fact, there are two main contradicting views that will be elaborated upon in the following subsections and they are:

- Humor by Situation
- Need for Fun

### 2.3.1 Humor by Situation Theory

The theory is derived from the words of the first whom started it and that is from Leap and Smeltzer (1984) as they argued about humor usage in every time causing societal conflicts. In their research, they concluded that sex is top on the list of jokes followed by racial and ethnic jokes as the second where they referred to the facts that sexual harassment cases were reported daily along with cases on ethnic

fights, especially on blacks (Leap and Smeltzer, 1984). Duncan and his peers in turn, agreed and added on that humor should not always be an open board anytime where the person should know when to be funny than being accused for non-appreciation of others (Duncan, 1982; Duncan and Feisal, 1989). In fact, humor at work was usually explained in terms of the proper context that it should be used in as the usage is tied with jokes as the tools that justify the humor itself; simply said, humor is situational because jokes are situation-specific (Barsoux, 1993; Barsoux, 1996). However, the real challenge though is to define the real meaning of the word 'situation' (Duncan *et al.*, 1990).

#### 2.3.1.1 Defining a Situation

Management scholars claimed that there are specific times and situations where a person is able to have some fun with his/her subordinates or peers and that is originated upon the protocol that managers always choose the right time to say funny things (Newstrom, 2002). In fact, behaviorists had claimed that humor should not be used at the time of work because it might cause lost attention and might result in work errors and thus, it was concluded that humor should be always tied with the right situation to be used in (Duncan *et al.*, 1990). In fact, few attempts were made to pinpoint such situations that could be categorized in major groups such as grouping by time which means that morning humor is different than midday jokes and end-of-day silly anecdotes. However, such groupings were not standing to the work of Barsoux (1993) where he identified the right situations to use humor by recognizing the purpose for its usage and he identified three of such as in the following:

- **Sword:** Referring to the action aspect of humor where it is required to persuade individuals to accept some view points. In other words, it shall allow the individuals to say the things which otherwise could not be said without causing offence and damage to the relationships within the organizational setting (Martin, 2001). For instance, by using humor with your employees, you shall urge them to unify with your opinion about the

bad management of any department at your organization (Avolio *et al.*, 1999)

- **Shield:** Referring to the defensive aspect of humor where it is aimed at easing the acceptance of criticism and enabling individuals and groups to cope with the moment of failure (Martin, 2001). For example, a chief engineer stating a severe damage in the factory machines by saying to the managers: 'I think we should pack up and start selling fish by Seattle' (Lundin *et al.*, 2000)
- **Values:** Referring to the conditioning aspect of humor where it is aimed at influencing individuals to adapt to a particular role and reinforces organizational values (Martin, 2001). For instance, particular and private group jokes always raise group cohesiveness which accomplishes the broader values of the organization being a sign of unity at work (Duncan *et al.*, 1990; Ford *et al.*, 2003)

On the contrary, the situation is not always blamed for being chosen as the bad time for exercising humor where psychologists notified that the nature of the person and his/her judgment is the controller of the humorous prospect. In other words, the situation could be the same but humor usage in both would differ in its effect. For example, a situation like the weekly administrative meeting is known for sharing thoughts and cherishing successes where it is always sensed that it is the best time to enjoy silly and hilarious jokes (Barsoux, 1993). However, if the meeting is discussing a serious matter such as bankruptcy, it is not imaginable to have the attendees enjoying their time (Vennix, 1996). In fact, it justifies that the habit and the personality type of the person is the ruler of the situation not the situation premises (Al Kathairi, 2006). Nevertheless, the only way the situation could be of concern is when the whole work atmosphere changes such as the sector being private or public where the work culture would be an interfering aspect of the study.

### 2.3.1.2 Humor in the Public Sector

It has been evident that almost all research attempts were geared towards understanding humor usage at the private sector organizations where it was thought that humor brings more flexibility in the organizational system and guarantees better performance rates (Duncan *et al.*, 1990; Ford *et al.*, 2003) leaving the public sector organizations with the impression of rigidity (Moynihan and Pandey, 2007) with no hope for change (Page, 2005). Conversely, management scholars pointed that public organizations are having a unique status in exercising communications, behaviors, and attitudes (Huse and Cummings, 1985; Yarwood, 1995; Wright and Pandey, 2005; Allen, 2008). Thus, it was clear enough to distinguish the public sector employee from the private as in the following stereotypes (Newstrom *et al.*, 1976; Perry and Porter, 1982; Glasser, 1994; Rees and Porter, 2001):

- Public employees place greater value on security than do employees of private companies but it was evident in a study by Houston (2000) on 1457 employees that public employees were less concerned on job security than private employees
- Public employees have less concern for self-actualization. In fact, it is well known that they did not move from the lower levels of needs in Maslow's hierarchy
- Public employees have no direct financial incentive to perform quality work unlike the private employee whom is driven by such attempts
- Public employees are more dissatisfied with their fringe benefits and economic rewards than private employees. Unlike in Houston's (2000) research attempt though, where 10.9% of the public employee respondents ranked the significance of high income in the far less than the private employees were they ranked it as the second top important thing that should be attained from a job

The previous notes conceptualized the notion of public sector being another place for humor usage than the classical private image. Glasser (1994) in fact, had emphasized on the significance of the psychological benefits if it was wished the civil service employees to do quality work. Thus, behavior is the proper key for

having better civil service organizations (Glasser, 1994; Tong *et al.*, 1999). This contradicts with the statement that there is no chance for humor in a machine type of organization as in the government (Duncan, 1982) where Steven Aufrecht (2001) stated that:

Humor exists in all public agencies, but mostly it is part of the unofficial realm of administration.

(Aufrecht, 2001: 1)

Hence, in public administration systems, humor is hidden in some way or another due to many reasons that were discussed previously in subsection 2.4.2. As a matter of fact, behaviorists urged to investigate the possibility of humor usage in any public environment (Barsoux, 1991), however, it has yet not been proved or researched thoroughly (Yarwood, 1995). Moreover, it is vital to include a clear understanding of the cultural background within which the public organizations are functioning (Perry and Porter, 1982; Moynihan and Pandey, 2007) particularly when the interest is upon work pleasance and satisfaction (Newstrom *et al.*, 1976) with due importance to be given to the public management humor (Yarwood, 1995). Yet, in the case of this research attempt, it is the employees in the managerial positions at the Omani civil service system (OCSS). Further illustration will be provided with regards to cultural and managerial humor in upcoming sections of this chapter.

### 2.3.2 Need for Fun Theory

According to Watson (2006), humor is a trivial part of daily life in any organization as we strive to laugh upon the things that worry or disturb us a lot. Hence, humor is said to be an accepted fact in organizations that without it, people will not be people anymore (Glasser, 1994; Watson, 2006). Yet, this theorizes that humor or fun at work is an undeniable need. The following subsections will further explain the concept.

### 2.3.2.1 Job Satisfaction and Performance

Despite the researches that have been made on organizational motivation with its underpinning content and process theories, it did not address the real motivation matter as employees always perceived it (Perry and Porter, 1982). Researchers had thought of focusing on the work content itself which resulted in a new area of organizational behavior named "Job Satisfaction". In fact, managers believed that as long as employees are satisfied with the tasks in their jobs, they should guarantee higher performance (Luthans, 2002). For example, if an employee is given more responsibilities in a promotional package, it will be perceived as a reward, leading him/her to work harder to reach the stage of adding more responsibilities (Luthans, 2002). Yet, designing jobs is a significant task in satisfying employees whilst working which refers to constructing the main tasks of the job with other features that eases the acceptance for the employees (Luthans, 2002; Schermerhorn *et al.*, 1997). Thus, there are three possible relationships between performance and job satisfaction as stated by Martin (2001):

- Satisfaction generates performance: Reflected in the view that designing jobs should aim at producing high levels of satisfaction as this in turn will optimize work performance
- Performance generates satisfaction: Reflected in the view that achievement generates satisfaction. Hence, all efforts should be made to improve performance as this in turn will increase satisfaction
- Satisfaction and performance link indirectly: Reflected in the view that the two are linked but under certain conditions. Intervening variables such as management style, pressure, personality, equity, and rewards are examples of mediating factors between the two

The literature is focusing mostly on the third relationship that satisfaction and performance link indirectly but the real feeling of the employee while working was neglected. And as previously discussed that employees contribute more if they are happy in their jobs, it is evident to discuss this matter in more detail. This in fact, was the core of William Glasser's (1994) control theory with his new hierarchy of needs as elaborated in the next subsection.

### 2.3.2.2 Control Theory

Before we indulge into the control theory, it is evident to explain the grounding upon which the theory was set. Thus, following the wordings of the quality guru Edwards Deming, William Glasser (1994) had argued about the real management intentions when it comes to plan and pursue high quality work performance and that is by emphasizing on the significance of lead-management instead of boss-management. In fact, he summarizes the meaning of boss-management, which also resembles theory X as discussed earlier, in the following four essentials (Glasser, 1994):

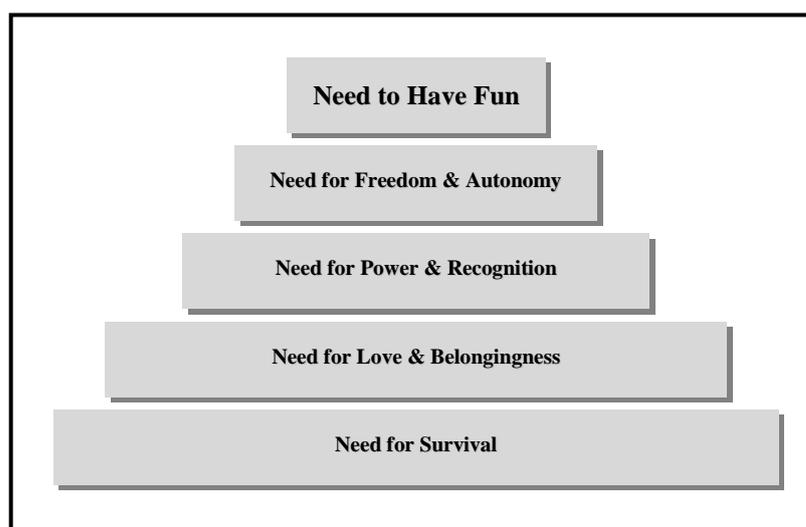
- The boss sets the task and the standards for what the workers are supposed to do which is usually without consulting the subordinates and if not done they have to bear the consequences
- The boss does not show the subordinates how the work should be done, instead they only tell them to do it and they rarely involve the subordinates in any attempts to know how to improve that work
- The boss always inspects the work that has been done or in the process where they do not involve the subordinates in such an evaluation; which results in them being only concerned about the minimum required work and neglecting the quality
- Punishment is extensively used when subordinates resist to perform what the boss tells them to do which results in workplace full of adversaries

On the other hand though, and corresponding to the previous four essentials, Glasser (1994) further elaborates on the differences with the lead-management characteristics formed in the following four fundamentals:

- The lead-managers always encourage and involve the subordinates in serious discussions about work, cost, and quality in order to be successful at work
- The lead-manager shows or models the work so that the subordinates can see exactly what they expect from them which increases their sense of control over the work they shall carry on

- Inspection and work inspectors are eliminated and instead lead-managers teach the subordinates to inspect or evaluate their own work for quality by embedding the understanding that they know almost everything about their work more than anyone else
- The lead-manager makes it clear for the subordinates that his/her role in the organization is just a facilitator where the key duty is to create a work environment that is friendly, non-coercive, non-adversarial, and with the necessary tools in order to guarantee constant improvement and quality

All a human being does from his/her birth to death is behaving which justifies the significance of lead-management that was mentioned before. Hence, the ability to succeed in management is dependent on how well we learn to choose affective behavior which is the essence of the control theory. According to William Glasser (1994), 'Control Theory' is built on the premise that all human behavior is caused by what goes on inside the minds of each behaving human being as it satisfies one or more of the five basic needs that are built into the genetic structure of the brains. In fact, these five basic needs constitute the five levels, forming a hierarchy of needs as in the following figure:



**Figure 2.4:** Glasser's Hierarchy of Needs

The five levels are sequenced logically in a way that every employee needs to make sure about his/her food, air, shelter, love, and belongingness and then the needs

develop into the need for power and recognition followed by the need for freedom and autonomy. Till the fourth level, everything is almost similar with the works of Maslow and other developers of his theory except for the fifth level where Glasser stressed on the all-power employee need and that is the drive to have fun at work where he believes it is often a predominant and driving force in the lives of the employees (Glasser, 1994). Hence, employees will strive to refresh themselves by any means of fun at their work placements and upon this stage, behaviorists had few thoughts about the new concept and they proposed the 'need-for-fun', where it proposes that since humor is inevitable, organizational members will use humor as a fun media with no consideration to the situation nor the person (Ford *et al.*, 2003; Newstrom, 2002). A classical example is Southwest Airlines with its magnificent humorous image (Paik, 1995; Stauffer, 1999) where their philosophy of professionalism encourage the employees to influence the uniqueness of the organization they are working for and that is by projecting their own individuality in the form of fun and enjoyment whilst working on flight (Freiberg and Freiberg, 1997). In fact, under this philosophy, managers claimed work benefits being more, such as lower turnover, higher dedication, stronger loyalty, raised enthusiasm, and higher satisfaction (Decker, 1991; Ford *et al.*, 2003; Ford *et al.*, 2004). However, a formal employee research had concluded that nearly 75% believed that there is less fun in their organizations and 20% thought it was much lesser (Ford *et al.*, 2004), and another research on 572 human resource managers resulted in 48% claiming no fun at their organizations (Ford *et al.*, 2003). In fact, this had notified behaviorists that humor should not be dependent on employee initiations; instead, it should be planned in much systematic ways. Therefore, it is the duty of the higher management to embed humor in their workplace as universal-organizational culture instead of seizing it in tight situations (Glasser, 1994; Duncan *et al.*, 1990; Romero and Cruthirds, 2006).

#### **2.4 Managing Humor at Work**

There is often good news on many successful people in their businesses that claim that they enjoy their work (Freiberg and Freiberg, 1997; Fatt, 2002; Newstrom,

2002; Yerkes, 2003). Unlike many managers around the world who think that performing daily routine and making profit is their primary duty. In fact the key duty is to create a workplace milieu that encourages the healthy growth of the human resources in the organizations as they are the vital resource (Barsoux, 1993; Fatt, 2002). Apparently, making money and making jokes do not mix in reality (Barsoux, 1993). Yet, there are few attempts on illustrating the evidence of humor in the workplace resulting in models for how managers shall manage humor in their work environments. However, the first step is to understand exactly what managers really do where the following subsection will elaborate further.

#### 2.4.1 What Do Managers Really Do?

Simply stated, managers are organizational members who are responsible for achieving the organizational objectives through people and other resources (Boone and Kurtz, 1999). Thus, this supports the concept that human skills are important to adopt where much of the managers' time is devoted to responding to the pressures from their employees (Rees and Porter, 2003). In fact, this developed into structure of roles managers should play in such as, the traditional four functions of management: planning, organizing, influencing, and controlling (Boone and Kurtz, 1999; Mullins, 2002). Zaleznik (2004) had conceptualized the roles in his article as he says:

Managers embrace process, seek stability and control, and instinctively try to resolve problems quickly – sometimes before they fully understand a problem's significance.

(Zaleznik, 2004: 75)

However, these roles are equal to every manager but what differentiates great managers from others is their tight focus on employee's capabilities (Barsoux, 1993), which is known as lead-type management unlike the other type that is named boss-type management (Glasser, 1994). As a matter of fact, Buckingham (2005)

conducted a thorough research on 80000 managers over two years and had concluded that great managers are the ones who discover what is unique about each employee and capitalize upon it where he says:

Always remember that great managing is about release, not transformation. It's about constantly tweaking your environment so that the unique contribution, the unique needs, and the unique style of each employee can be given free rein.

(Buckingham, 2005: 79)

Despite the above connotation, Buckingham's (2005) research did not change the functions and it is considered as another attitude lying between the organizing function and the influencing function of management. In other words, the boss-type manager will only be concerned with his/her agenda than the agenda of the employees (Glasser, 1994). Above all, these wordings and others document the fact that managers are viewed as rigid controllers of the system, which proves a sign of rationality in the system as a structured one (Morgan, 1997).

#### 2.4.2 Disembarking Humor

Upon the above elaboration, management scholars had argued that there is no room for humor in management structures because it will disturb the rationality and the seriousness of the system (Duncan *et al.*, 1990; Barsoux 1993; Martin, 2001; Fatt, 2002). In fact, humor and joking are viewed as expressions of the human spirit where it is associated with pleasure unlike the workplace which is meant to be a serious territory not a comedy club or a site for the pursuit of bodily pleasures (Watson, 2006); that it will be leaving employees and their managers with the prevailing view that work is a necessary evil (Bakke, 2005). However, this had been answered by knowing that the most frequently observed phenomenon in any work group is joking behavior and work group humor. Thus, even if management did not support such behavior, you cannot imagine employees working like machines where

there should be a way for refreshing their thoughts and that is via humor (Starbuck and Webster, 1991; Barsoux, 1993). On the contrary, there were other serious issues hindered managers from adopting humor in their work settings as mentioned under (Duncan *et al.*, 1990; Martin, 2001; Romero and Cruthirds, 2006):

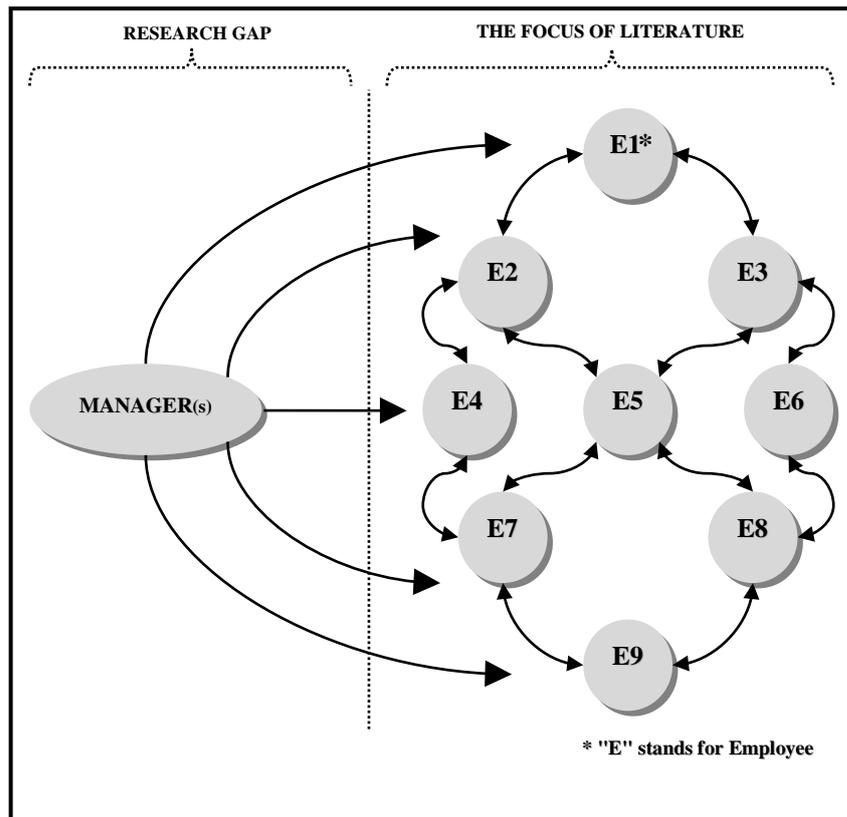
- It reduces respect from the subordinates to their managers which may result in a chaotic environment and abolished rules of conduct. For example, some employees make their managers as the butt of their silly jokes (Duncan and Feisal, 1989; Barsoux, 1993; Barsoux, 1996). The case of disrespect is also clear when humor is affected by the hierarchical structure of management as higher status managers joke about lower level ones which creates a sense of paradox (Duncan, 1982; Barsoux, 1996)
- It promotes sexual harassment as it is the most common topic a daily organizational humor would have (Leap and Smeltzer, 1984); especially if the jokes were directly about females and femininity, which results in disturbed relationships between the two genders (McGee and Shevlin, 2009) and eventually among the employees in any organization
- It develops racism among employees where it is known that it make up most of the topics of humor in our lives (Leap and Smeltzer, 1984), particularly significant if the jokes were blackish such as black Americans (Foxworth, 2008) or on minority groups such as Italians or generally Hispanic Americans or dumb blondes and so on (Davies, 2002)

In fact, there were few attempts as short answers for the above matters as the first discrepancy was not researched and proved yet though it is claimed by many researchers (Duncan *et al.*, 1990). The second is framed in the cultural custom where a sexual-type humor would not be accepted in the west but could be accepted in the east (Macks, 2003) even though with the presence of diverse religions and national customs that prohibits such a thing which every country or nation is known for it (Romero and Cruthirds, 2006); and if it was mentioned that it has been proved in few research attempts such as in the work of McGee and Shevlin (2009) where they stated that there is no direct relationship between gender and the use of humor because females as males do use sexual humor but the only concern is using sexual humor between the two genders, which sometimes is accepted, especially if they

were mates. Above all, sexuality in the workplace might be dimly expressed but it could not be neglected where it would be apparent in other forms that are inevitable, which in fact is a true aspect of human spirit that will always be a challenge for managers to control (Watson, 2006). The third was replied in the same way as the second discrepancy provided the international rules that demeans it (Foxworth, 2008); except for adding that the Islamic rules regulate any such jokes on minorities, since Islam promotes equality among all mankind (Ali, 1995; Al Ismaili, 2004). Many of these replies are discussed further in the following subsections.

### 2.4.3 Humor Generators

Despite the arguments in the previous subsection, the majority of researches had turned to studying humor usage among subordinates which led to a deemed understanding that the source of organizational humor is the employee (Collinson, 2002; Cooper, 2005) where they exert humor among themselves due to many reasons (Barsoux, 1996; Watson, 2006). In fact, many organizations had adopted this thought as an evidence of humor usage such as Kodak's "Employee Humor Room" and Ben and Jerry's "Joy Gang" (Luthans, 2002; Breeze *et al.*, 2004). They felt the difference in performance by observing the joking behavior among employee groups where it was hypothesized that it improves group cohesiveness (Duncan *et al.*, 1990; Ford *et al.*, 2003). Thus, it was evident that the literature is focusing on humor among employees as depicted in Figure 2.5 in the following page.

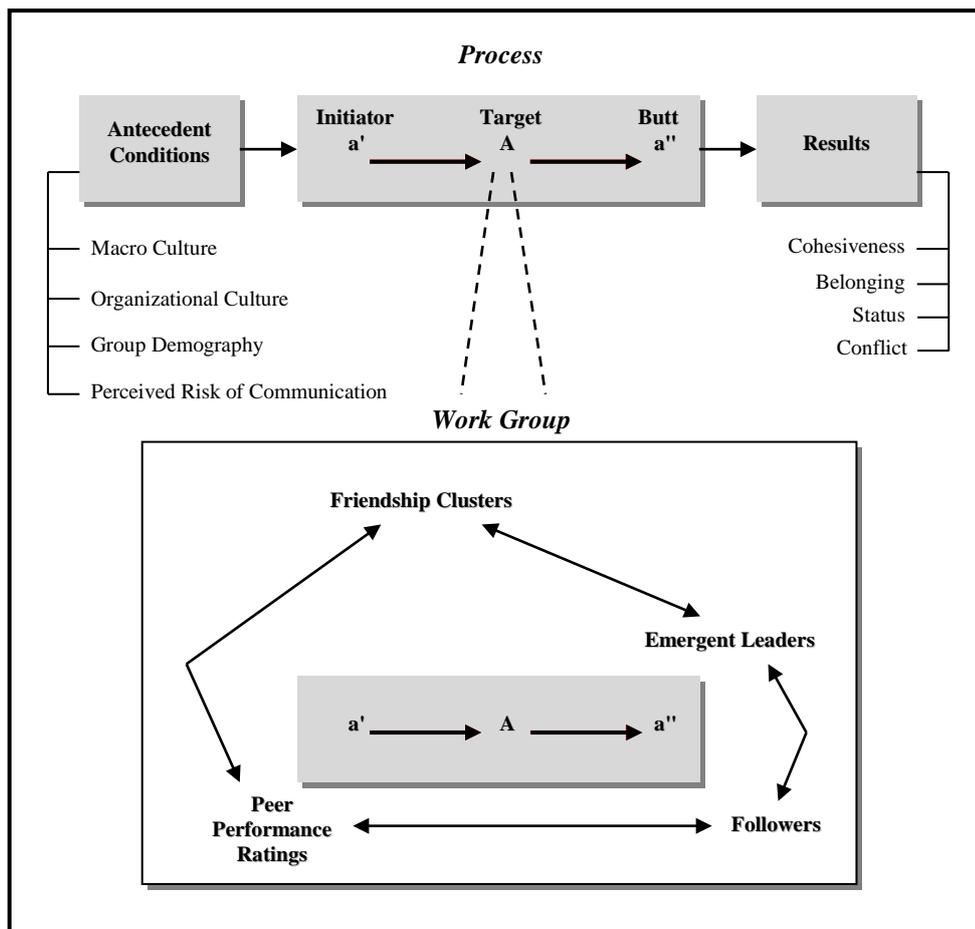


**Figure 2.5:** Managers are the Generators of Workplace Humor

Less attention has been paid to management and their role in fostering humor at work (Collinson, 2002). In fact, managers are required to accept humor as a significant form of communication in order to understand why both they and employees engage in humor, and strive to understand also its contributions and dysfunctions relative to the organizational purpose and the general societal standards of work (Yarwood, 1995). Thus, researchers yet had emphasized on studying management and leadership styles as the sources for organizational humor since they are the key players in reducing the signs of the workplace humor pitfalls (Malone, 1980; Linstead, 1985; Duncan *et al.*, 1990; Glasser, 1994; Collinson, 2002; Holmes and Marra, 2002; Newstrom, 2002; Ford *et al.*, 2003; Hornblow, 2003). Hence, it was admitted that it was a mistake focusing on subordinates rather than managers as humor generators (Miller, 1996; Romero and Cruthirds, 2006). Despite all the arguments in literature, it still lacks thorough research on humor usage from the managerial perspective (Duncan *et al.*, 1990; Collinson, 2002; Ford *et al.*, 2003).

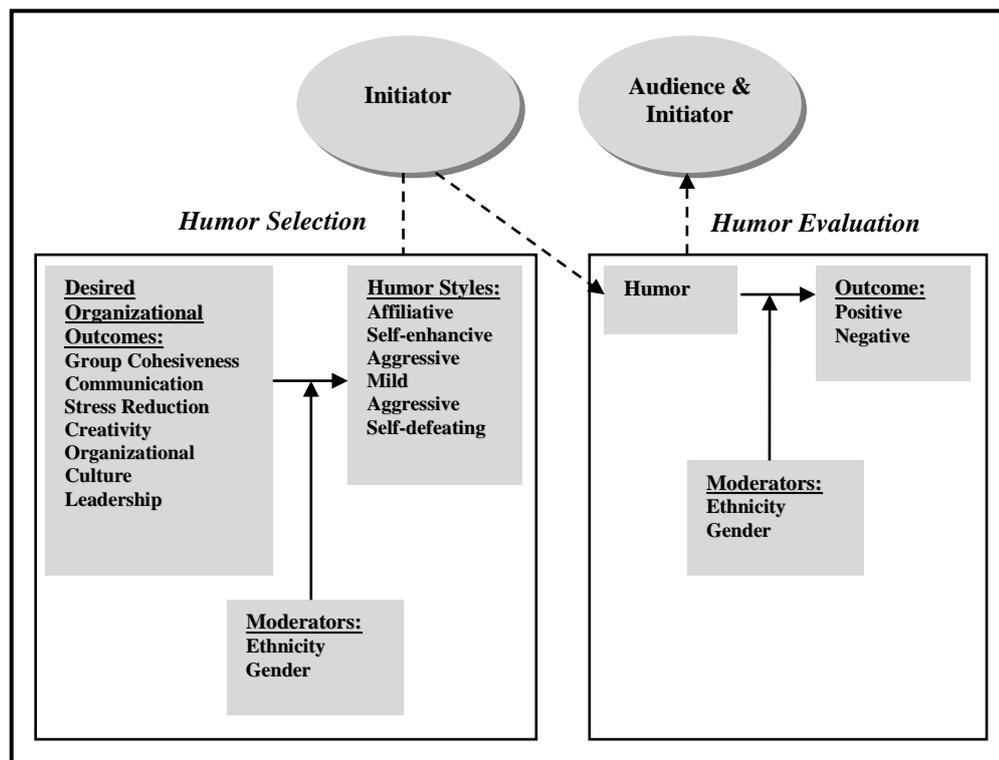
#### 2.4.4 Management of Humor-Work Integration

Due to the complexity of the humor functionality at work, it was cumbersome to bring about a holistic model that could assimilate all aspects of humor at work (Barsoux, 1993; Cooper, 2005). In fact, and as argued in the previous subsection, that the missing ring of the chain was in not including the managers in the game of exerting humor at work, then any proposed model is incomplete and eventually will not succeed. Duncan and Feisal (1989) had proposed an initial form of illustrating the functionality of humor at work as the normal joking behavior that takes place in any work environment. Figure 2.6 exhibits their thought where the process takes the form of a communicational channel with due respect the surrounding factors that affect the target of the intended humor.



**Figure 2.6:** Elements of Joking Behavior at Work (Duncan and Feisal, 1989: 23)

The thoughts of Duncan and Feisal (1989) were not promoted and thus were not taken further into more profound research. Yet, Romero and Cruthirds (2006) came up with another model based on their analyses of the work milieu where they proposed their so called Organizational Humor Model (OHM) that is based upon the trivial concept of communication and corroborates with the work of Duncan and Feisal (1989). Figure 2.7 depicts the Organizational Humor Model (OHM) with its process and details.



**Figure 2.7:** Organizational Humor Model (Romero and Cruthirds, 2006: 66)

The model has two main phases that are humor selection and humor evaluation. It was built on the notion that humor is initiated by specific desired organizational outcomes, which could be positive or negative depending upon the stated moderators. Thus, the process starts with the initiator as choosing one of the proposed humor styles, with due consideration towards gender and ethnicity aspects of it, and use it to affect the audience. The audience in turn, would comprehend the exerted humor upon the stated moderators and would result either in a positive or a negative outcome.

Despite the logical composition of the OHM, it encompasses few concerns that would jeopardize its feasibility, notably in the original structure of the model itself. The following four points are of clear notice:

- The model was structured as a communication process but with an inappropriate drive. In fact, workplace humor cannot be claimed that it is intentional as it is part of the daily routine in life and work (Barsoux, 1993; Glasser, 1994; Watson, 2003). Hence, the drive for humor is joined with the initiator's intention. Recall in previous subsections of this chapter that there were three purposes people use humor at work for, that are; sword, shield, and values, which corresponds with different situations that humor would be used in (Barsoux, 1991; Barsoux, 1993; Barsoux, 1996; Martin, 2001). Therefore, it is viable to state that the desired outcome from any humorous activity is the exposure that the intention was made for. For instance, if a manager would like to communicate a bad result to his team upon a decision that he/she had taken in order not to degree his status, then using an amount of humor in a meeting would make the information more digestible and the manager would still be a hero in the eyes of his/her audience (Barsoux, 1991; Barsoux, 1993). As a matter of fact, the proposed humor styles in the OHM corresponds with the purposes of humor that were stated by Barsoux (1993) as listed in the following table:

**Table 2.1 : Integrating Humor Style and Purpose**

<b>Serial</b>	<b>Humor Style (OHM)</b>	<b>Humor Purpose (Barsoux, 1993)</b>
1	Affiliative	Values
2	Self-Enhancing	Values
3	Aggressive	Sword & Shield
4	Mild-Aggressive	Sword
5	Self-Defeating	Shield & Values

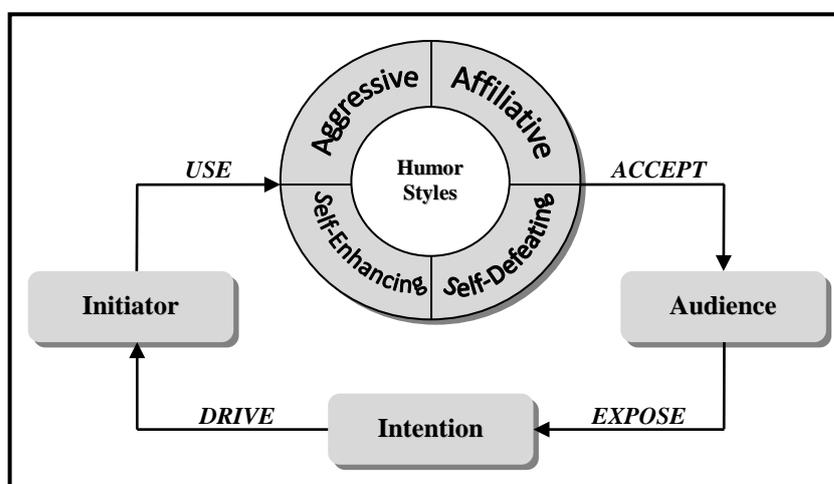
- The stated moderators in the OHM, that are ethnicity and gender, are not truly evident since ethnicity does not affect the formulation or the choosing process of the humor style as people realize that racism is offensive. Therefore, they would not use any humor that embeds ethnicity since it would harm the organizational relationships and consequently their business profitability (Duncan *et al.*, 1990; Romero and Cruthirds, 2006). Accordingly, many behaviorists had stressed on avoiding racist and ethnic humor in the workplace (Duncan and Feisal 1989; Smeltzer and Leap, 1989; Barsoux, 1996; Romero and Cruthirds, 2006). Hence, it is irrational to include it as a moderator in the model. As for the gender moderator though, the matter is irrational too, since the effect of gender on humor usage is only viable when sexuality is considered as both are related (Duncan *et al.*, 1990; Watson, 2003). In fact, many researches in the humor literature were about the effect of gender on humor but none of them denied its existence (Duncan *et al.*, 1990; Watson, 2006). By implementing this thought within the model, the proposed organizational outcomes in the OHM would obviously be negatively exposed if the used humor style had a sexuality note (Romero and Cruthirds, 2006). Thus, embracing gender in the OHM as a moderator is not required and if it was realized that sexual humor is accepted within the gender group itself. In other words, sexual humor is most enjoyed by the gender that is not the focus of the humor (Duncan *et al.*, 1990); where the only humor that could be used among the two genders is non-sexual humor – which is expected at the workplace – then it is obvious that positive organizational outcomes that are proposed by Romero and Cruthirds (2006) would be accomplished. Above all, gender and ethnicity are not direct moderators in the OHM
- In principle, the OHM is expected to include the humor styles that would guarantee positive desired organizational outcomes and having negative outcomes is irrational. In fact, the aggressive humor style should not be considered within the used organizational humor styles as it is discouraged by the researchers (Duncan *et al.*, 1990; Macks, 2003; Romero and Cruthirds, 2006). However, this note does not lead to the

conclusion of ignoring its significance in few situations when it is required (Romero and Cruthirds, 2006)

- Despite the logic of the process in the OHM, it is not clear enough on the surface for a normal reader to comprehend unless it is explained in more detail. In fact, the OHM should be observed in a cyclical form since it is an implementation of a communication process that yet to be elaborated upon

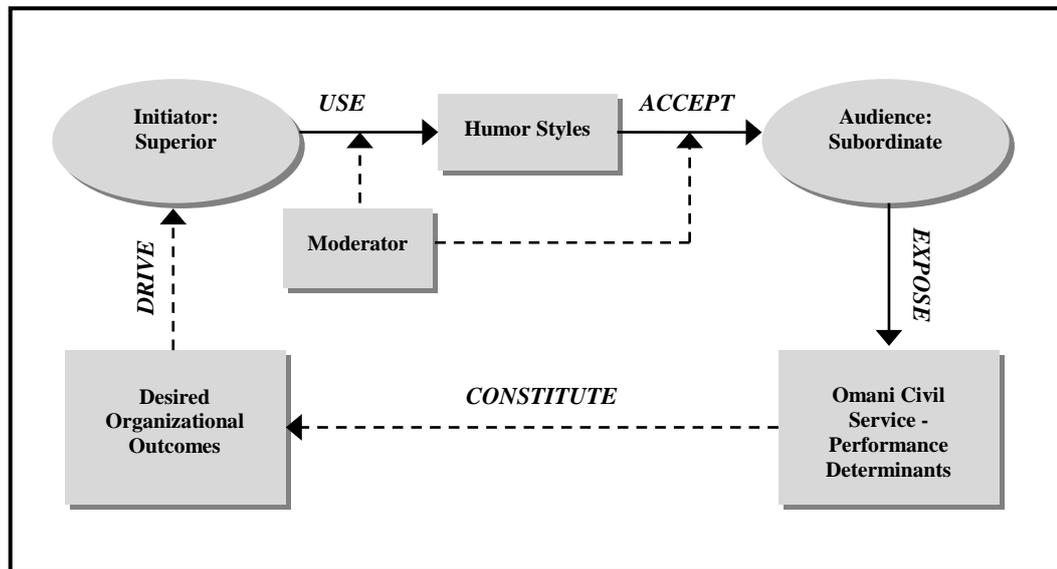
#### 2.4.4.1 Theoretical Framework

By considering the arguments in subsection 2.4.4, the researcher, had proposed a refined model for workplace humor in a cyclical form; where the intention is explained in the three purposes of humor that are sword, shield, and values (Barsoux, 1993; Martin, 2001). And the humor styles are the ones proposed by the OHM but with the original opinions of Martin and his colleagues (2003) where they have only proposed four styles of humor in their newly developed Humor Styles Questionnaire (HSQ) (Martin *et al.*, 2003). The process starts with an intention as one of the humor purposes which drives the initiator, that is the manager, to use one of the humor styles that should be appreciated and accepted by the audience, that are the subordinates, in the form of an exposure of the commenced intention. Figure 2.8 depicts the proposed outlay of the Workplace Humor Model.



**Figure 2.8:** The Logic of the Workplace Humor Model (WHM)

By considering the refined view to the OHM, the new model could be illustrated in the cyclical form as in figure 2.9 and depicted in detail in appendix B.



**Figure 2.9:** Workplace Humor Model (WHM)

From figure 2.9 and appendix B, the refined model (WHM) starts with the six desired organizational outcomes that were proposed in the OHM in addition to "Performance" as the seventh organizational outcome. As stated in literature that managers are concerned with the four functions that determine the duty of true management that are: planning, organizing, influencing, and controlling (Boone and Kurtz, 1999; Mullins, 2002); the performance of managers is structured in those four functions. Yet, the desired organizational outcomes are assumed to stimulate and drive the initiator that is the superior to use the appropriate humor style after considering the moderator that is the proper situation or occasion if required.

The desired organizational outcomes are explained by the humor purposes that are proposed by Barsoux (1993) where the desired outcome is basically intended and set by the manager (Romero and Cruthirds, 2006). In other words, it is not logical to claim that managers' intention is one or more of the organizational outcomes in order for him/her to exert humor at work because management's intension cannot be judged upon easily (Duncan and Feisal, 1989). Hence, it was assumed that those outcomes are what could stimulate management to use humor at

work for but it does not mean it is a direct influence to steer such a behavior (Romero and Cruthirds, 2006) and that is the reason for what stated previously that the intentions should be explained by one of the three reasons that were emphasized by Barsoux (1993). This was clear in figure 2.9 where the model is aiming at explaining the effect of humor upon performance that should ultimately constitute one or more of the desired organizational outcomes. The reason for completing the cycle from the desired organizational outcomes to the initiator is to find a possible way to explain such managerial intentions and interpreting them by one or more of the humor purposes.

The audience that is formed in the subordinate will accept the humor style and will expose that acceptance in the form of one or more of the twenty performance determinants that are stated in the Omani civil service law (Ministry of Civil Service, 1992). The completion of the cycle is set when it is comprehended that the performance determinants constitute the seven desired organizational outcomes. The following points would justify how each performance determinant relates to the corresponding organizational outcome:

- The development of the competence in presenting the opinions logically is a communicational outcome (Barsoux, 1993; Romero and Cruthirds, 2006)
- The acceptance of other employee's opinions is regarded as a communicational outcome and it is also an attempt to develop a better organizational culture (Romero and Cruthirds, 2006)
- The willingness for developing the job knowledge is regarded as an attempt towards developing an organizational culture (Romero and Cruthirds, 2006)
- The relationship between the superior and the subordinate is regarded as the level of excellence in the leadership matter (Romero and Cruthirds, 2006) in addition to the group cohesiveness
- The cooperative spirit with the colleagues or work peers is regarded as an explanation for group cohesiveness among organizational members (Romero and Cruthirds, 2006)

- The relationship between the employee and the clients is regarded as a communicational and a performance matter since the satisfaction of the client is the objective for using humor with him/her (Cline *et al.*, 2003) and it is the managements' strive for better quality management (Mullins, 2002). Hence, it is vital to communicate in the best way possible where humor works well in this regard in addition to the fact of the overall performance by having better client satisfaction
- The ability of the employee for handling the responsibility is regarded as a leadership matter (Romero and Cruthirds, 2006)
- The commitment towards duty or work hours is regarded as an attempt towards building an organizational culture (Romero and Cruthirds, 2006)
- The knowledge about the work procedures is regarded as an organizational cultural matter (Romero and Cruthirds, 2006)
- The level of productivity of the subordinate is tied with working better and faster (Shearer *et al.*, 1998) and yet is a performance matter
- The level of job effectiveness is about doing the right things where it is understood in the matter of giving attention to the output of the job and hence it is regarded as a performance matter (Mullins, 2002)
- The subordinate's ability to plan is the first function of management (Jackson, 2000; Mullins, 2002) and it is thus regarded as a performance matter
- The organization of work among the employees is the second function of management (Mullins, 2002) and it is thus regarded as a performance matter in addition to the fact that it is helpful in enhancing group cohesiveness (Romero and Cruthirds, 2006)
- The subordinate's ability to carry on duties without direct supervision is a wider explanation of the seventh criterion as stated previously. Yet, increased autonomy ultimately increase's performance (O'Sullivan, 2009). Hence, it should be regarded as a performance matter along with the leadership matter as stated in the seventh criterion
- The ability to assess the performance of the subordinate corresponds with the controlling function of management (Lau *et al.*, 2008) and yet it is a performance matter

- The ability to make decisions is a creativity and a performance matter since it is an original part of the management's duty (Duncan *et al.*, 1990; Romero and Cruthirds, 2006)
- The ability to create appropriate solutions for work problems is regarded as a creativity matter (Romero and Cruthirds, 2006)
- The handling of work stress is clearly a stress reduction matter of the desired organizational outcomes (Romero and Cruthirds, 2006)
- The capability of preparing official correspondences is regarded as an organizational cultural matter in addition to the fact it represents another way of promoting communication (Romero and Cruthirds, 2006)
- Having the initiative to develop work procedures is regarded as a creativity matter (Romero and Cruthirds, 2006)

## **2.5 Cultural Humor**

Many theorists argued that management theories are influenced by specific societal values, beliefs, norms, and work and social experiences; thus, it was a general consent among management scholars that there is no culture-free theory of management (Hofstede, 1993). In simple words though, it is problematic to force any theory developed for a certain culture on another culture because it is only tailored for the first one (Ali, 1996). Hence, many management scholars doubted any success in implementing the western management theories on other cultural settings (Ali, 1995). In fact, it should be clearly stated that the cultural differences affects the humor usage in the daily life and obviously the workplace too (Romero and Cruthirds, 2006). The following subsections will shed a light on the different cultural blends that humor would be affected upon.

### 2.5.1 International Humor

Humor is part of the daily life activities as said previously and hence it is normal to joke around and become humorous with whomever you know but the problem would arise when the receiver does not appreciate what the joke might be heading towards and this is simply because he/she is different in attitude due to his/her background (Davies, 2002; Romero and Cruthirds, 2006). For example, a research was held on joking patterns among the Scandinavian countries (Norway, Sweden, and Denmark) where it was concluded that all citizens of one country tell jokes on the other two except for the case of the Swedes and Norwegians not telling any jokes about Danes because the values of the two differ from those of the Danes (Gundelach, 2000). Yet it is irrelevant to claim that there is an international humor but the evident arguments fosters us to state that there are few jokes and types of humor that does gain international acceptance but it should be deemed comprehended that the acceptance gets more cumbersome when you are heading towards the east (Lewis, 1999). Thus, managers should consider the cultural, historical, and demographic characteristics of their work groups before they exert humor (Duncan, 1982) and one of the significant cultural aspects is religion as it is elaborated in the following subsection.

### 2.5.2 Humor in Islam

Islam is the religion of peace, mercy, and humanity, whereby attitudes constitute the majority of the activities that are the human beings are held accountable upon (Faridi, 1997; Al Sheha, 2006; Al Shiddy, 2007). That humanity was formed in the Prophet of mercy (blessings and peace be upon him) as he was the ideal role model for the perfect human being that we are urged to follow (Al Sheha, 2006; Al Shiddy, 2007). In fact, Prophet Mohammed (blessings and peace be upon him) was a true resemblance of sincerity and humbleness toward others where he had the perfect manners and moral that availed him to gather his companions and other nations around him as Almighty Allah described his messenger in the Quran by saying:

( وَإِنَّكَ لَعَلَىٰ خَلْقٍ عَظِيمٍ ).

((And indeed, you are of a great moral character)) – 68:4

(Al Sheha, 2006:38)

The Prophet's moral was known for being very easy and friendly oriented with others and that is in order to ease the comprehension of Islam to the new believers and yet Almighty Allah had said about his messengers' attitude in the Quran:

(وَإِخْفِضْ جَنَاحَكَ لِلْمُؤْمِنِينَ ).

((And lower your wings for the believers)) – 15:88

(An Nawawi, 1998: 591)

And also Almighty Allah said in the Quran:

(وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانْفَضُّوا مِنْ حَوْلِكَ ).

((And had you been severe and harsh-hearted, they would have broken away from about you)) – 3:159

(An Nawawi, 1998: 592)

As a matter of fact, the Prophet (blessings and peace be upon him) had fostered to spread humor and happiness among other fellow Muslim brothers and sisters, a true example is what *Jareer Ibn Abdullah Al Bajali* said that the Prophet (blessings and peace be upon him) always smiled when he looks at him (Al Sheha, 2006). The prophet (blessings and peace be upon him) had narrated that smiling at others is a charity as in the following hadeeth (Al Bukhari, 1989: 307):

قال رسول الله صلى الله عليه وسلم: (( تبسمك في وجه أخيك صدقة )) .

The messenger of Allah (blessings and peace be upon him) said:  
 ((Smiling at the face of your brother is a charity)).

(Al Bukhari, 1989: 307)

In another hadeeth, the Prophet (blessings and peace be upon him) had narrated as the companion reported:

عن أبي ذر رضي الله عنه قال: قال رسول الله صلى الله عليه وسلم: (( لا تحقرن من المعروف شيئاً ، ولو أن تلقى أخاك بوجه طليق)).

By *Abu Dharr (Radiya Allahu Anhu)* said: the Messenger of Allah (blessings and peace be upon him) said: ((Do not disdain a good deed – no matter how small it may seem – even if it is your meeting with your – Muslim – brother with a cheerful face)).

(An Nawawi, 1998: 592)

Furthermore, there are many occasions that the Prophet (blessings and peace be upon him) had literarily said funny and amusing jokes that entertained his companions such as in the following hadeeth (Dawood, 1991):

عن الحسن رضي الله عنه قال: جاءت امرأة عجوز إلى النبي صلى الله عليه وسلم فقالت: "يا رسول الله ، أدعو الله أن يدخلني الجنة" ، فقال رسول الله صلى الله عليه وسلم: (( لا تدخل الجنة عجوز )) ، فرجعت المرأة وهي تبكي ، فقال رسول الله صلى الله عليه وسلم: (( قولوا لها أنها لن تدخل الجنة وهي عجوز لأن الله قال: (إنا أنشأناهن إنشاء فجعلناهن أبكارا عربا أترابا لأصحاب اليمين)).

By *Al Hasan (Radiya Allahu Anhu)* said: ((An old woman came to the Prophet (blessings and peace be upon him) and said: "O Messenger of Allah, ask Allah to admit me into the Heavenly Gardens". He said: "Old women will not enter the Heavenly Gardens!", She then walked away crying. The Prophet (blessings and peace be upon him) said: "Tell her that she will not enter the Heavenly Gardens as an old

woman, for Allah says: "Verily, We have created them –maidens – of special creation. And made them virgins. Loving – their husbands only – and of equal age" – 56:35)).

(Al Sheha, 2006: 59)

In other occasions though, the Prophet (blessings and peace be upon him) did exert and sported humor with his companions and sometimes in the public as in the following hadeeth (Dawood, 1991):

بدوي اسمه زاهر بن حرام ، كان كلما قدم من البادية يأتي معه بهدية للنبي صلى الله عليه وسلم ، فيجهزه النبي صلى الله عليه وسلم إذا أراد أن يخرج. وكان النبي صلى الله عليه وسلم يقول: (( زاهر باديتنا ونحن حضرته )) ، جاءه يوماً وهو يبيع متاعه في السوق فاحتضنه النبي صلى الله عليه وسلم من خلفه فقال: "أرسلني من هذا؟" فلما عرف أنه النبي صلى الله عليه وسلم صار يمكن من صدره الشريف وجعل النبي صلى الله عليه وسلم يقول: (( من يشتري العبد؟ )) ، فقال: "يا رسول الله تجدني كاسداً" فقال النبي صلى الله عليه وسلم: (( ولكن عند الله لست بكاسد)).

A Bedouin named *Zahir Ibn Haram* would give gifts to the Prophet (blessings and peace be upon him) and he would prepare things for him as well. The Prophet (blessings and peace be upon him) said: ((Zahir is our desert and we are his city)). The Prophet (blessings and peace be upon him) approached him while he was selling his goods, and the Prophet (blessings and peace be upon him) hugged him from behind, and he could not see him. He then said: "Let me go" When he knew that it was the Prophet (blessings and peace be upon him) who was hugging him, he pressed his back towards the Messenger's chest! The Messenger of Allah (blessings and peace be upon him) then said: ((Who will buy this slave from me?)) Zahir replied: "O Messenger of Allah, I am worthless", the Messenger of Allah (blessings and peace be upon him) said: ((You are not considered worthless by Allah)).

(Al Sheha, 2006: 60)

The previous verses and others justify the fact that the Messenger of Allah does allow and promote fun and amusement in daily life which eventually became a cultural aspect of Muslims worldwide. Yet, Islam is the religion of simplicity and happiness in life and thus, it could be affirmed that Muslims are urged to be humorous with others within the set limit of being honest and true in all what he/she says or does (Dawood, 1991).

### 2.5.3 Arabian Culture

One of the unique cultures is the Arab world and as it was previously mentioned that the religion (Islam) works as an influential force in regulating individuals, their behaviors, and their present and future outlook where it applies the same in the case of the Arabian countries (Ali, 1996; Wilkins, 2001). This influence was derived from general themes of the society as explained in the following (Ali, 1996; United Nations Development Program, 2003):

- Arab-Islamic society is still traditional in nature, especially, values and norms where commitments to honor, honesty, respect for parents and older persons, loyalty to one's primary group, hospitality and generosity are still held among Arabs
- Islam was founded in Arabia for which Arabs carried the message to other nations. Thus, they believe they are blessed by Allah (God) Almighty
- Arabic is the language of the Quran and Arabs read it and listen to it more than once a day and in turn, they always refer to it in their daily life activities as guidance
- Every societal group starting from the individual through the whole generation still commands the respect for all individuals regardless of their social backgrounds

As a matter of fact, Geert Hofstede (1993) in his research article had emphasized on the matter that every nation goes back to its origins and yet should be

treated in terms of its own cultural blend. Hence, the mentioned and other themes oriented the image of Arabian culture being humanistic (United Nations Development Program, 2003). On the other hand, other scholars claim that Arab management theories and organizations are a result of the contemporary Arab environment (Ali, 1995). In fact, the six Arab Gulf states that are: Kingdom of Saudi Arabia, Sultanate of Oman, United Arab Emirates, Qatar, Kuwait, Kingdom of Bahrain, represent a practical example of humanistic Arabia where hospitality and friendliness is the major feeling the visitor might get the moment he/she is on any ground of the six Gulf countries (Wilkins, 2001). This is clearly viewed in any of the Gulf State managers where their job was characterized as making the employees feel good in their workplace (Rankin, 2004). Aside from that, Sultanate of Oman has its own cultural themes embedding the above characteristics which placed it apart from the other five countries in many aspects (Parsons International Limited, 2001). The following subsection will elaborate further on the matter.

#### 2.5.4 Oman: A Humorous Culture

There was no thorough research on the cultural aspects of Omanis except for few observations in other humanitarian fields that studied the Omani culture from one angle. By assimilating them, it can be said that the Omani culture praises human beings by building good relationships with others (Al Hajri, 1992). As a matter of fact, Omanis were known long ago of their good manners as Prophet Mohammed (blessings and peace be upon him) had narrated in one his hadeeths that Omani people are not rude and they are friendly as understood from the following verse that is followed by a translated version (Al Qushairi, 2001):

عن أبي برزّة رضي الله عنه قال: بعث رسول الله صلى الله عليه وسلم رجلاً إلى حي من أحياء العرب. فسبوه وضربوه. فجاء إلى رسول الله صلى الله عليه وسلم فأخبره. فقال رسول الله صلى الله عليه وسلم: (( لو أن أهل عمان أتيت ، ما سبوك ولا ضربوك )) .

By *Abi Burza (Radiya Allaho Anhu)* said: the Messenger of Allah (blessings and peace be upon him) had sent a man to a neighborhood of the Arab neighborhoods and they swore at him and beat him. He returned to the Messenger of Allah (blessings and peace be upon him) and told him what happened. The Messenger of Allah (blessings and peace be upon him) said: ((If the people of Oman you had went to, they would not swear at you nor beat you)).

(Al Qushairi, 2001: 650)

The above hadeeth is a testimony from the Messenger of Allah (blessings peace and be upon him) about the thematic characteristic of Omani people. All in all, and on a technical grounding, the Omani cultural aspects could be understood by the following characteristics:

- **Friendliness:** Omanis are known for being friendly with everybody. In fact, it ranked first as the image of Oman in a tourism research holding 43% of the total respondents (PKF Consulting Services, 2000)
- **Hospitality:** It is a consecrated feeling and duty of any Omani to invite a stranger to at least have a coffee with him/her implying an excellent source of conduct with others (Al Mowaiti, 1991; Al Moharbi, 1996)
- **Cooperation:** Omanis are very cooperative in any mean even with people they do not know. They might show such cooperation with some sort of objective or subjective support (Al Ansi, 1991b; Sultan Qaboos University, 2003)

The above aspects, though not sufficient enough, entails preliminary evidence that Omanis are very humanistic in nature and despite, there was no serious research on the cultural characteristics of the Omani society on humor, it was evident that Omanis had a humorous sense in their lives by observing their daily life activities (Sultan Qaboos University, 2003). They joke all time on anything and in any occasion, particularly in large-gathering ceremonies such as "Eid" (Al Ansi, 1991a). Also, they joke with their families and peers in order to strengthen the bonds among them (Al Kathairi, 2006). At their work placements, they are known for loving their jobs and creating their own fun-atmosphere by sharing funny moments and throwing

silly jokes even with the presence of red-taping and increased bureaucratic practices (Farazmand, 2002; Al Kathairi, 2006). In short, Omani humor is conceptualized in the daily chats and poetries that embed silly jokes and anecdotes aimed at forcing others to laugh (Al Ansi, 1991a; Al Mowaiti, 1991).

In spite of the above argument, it is hard to frame the Omani humorous acts with what has been stated because it is not yet researched thoroughly. On the other hand though, and referring to the fact that Oman is a nation with tribal societies (Al Zidy, 1995; Al Ismaili, 2004), it is quite evident that humor in such societies is vitally significant to social order because those societies function in a way that reduces tension and conflict among them, particularly between those individuals who have competing interest but at the same time must cooperate to accomplish certain tasks (Collinson, 2002). However, it is also evident enough to state that every region in Oman has its own cultural set with its underpinning customs and rituals (Al Ansi, 1991b) where, from a jocularity point of view, a joke by an Omani from Dhofar region might not be accepted by another Omani from Al Batinah region as it might be misunderstood or simply not appealing enough to be laughed upon. In addition to the fact that the Omani culture encompasses different cultural and racial backgrounds (Al Ismaili, 2004), which provides a rich grounding for numerous racial and discriminating humor. However, it all goes back to the norm that Omanis are used to these practices though laughing on a racial aspect is a criminal offence by the Omani law; yet, it is exerted in a very smooth and accepted way. Another significant aspect of Omani humor is the humor between the two genders. In fact, Omani females as any Muslim female would decline to joke with a male unless they are known to each other such as family relations or simply work colleagues. However, it is clear that the topic would not include sexuality as Islam prohibits such a behavior.

## **2.6 Sultanate of Oman**

Sultanate of Oman is one of the ancient lands of Arabia where early inhabitants were recorded thousands of years ago and in the form of modernized cultures of every century and generation (Al Qasmi, 1999). Yet, it was evident

enough that this rich country of the past, present, and futuristic endeavor would be standing ahead for many concurrent challenges. Thus, it had plethora aspects that qualified its strength to reach where it is now and plan for the best in the future (Ministry of Information, 2008). Nowadays, Oman is standing amongst the developed and modernized nations in the world which pulled the respect and appreciation of other nations.

### 2.6.1 Provincial Distribution

The Sultanate of Oman has a different and a unique shape of regional structure as Omani tribes scattered themselves along the country in search for food and shelter which resulted in inhabiting different regions that was known lately as the Omani provinces (Al Zidy, 1995). These provinces are topographically divided into the following eight governorates and regions (Ministry of Information, 2008; Ministry of National Economy, 2006a):

- Muscat: includes the capital area, major cities, and suburban towns in the governorate
- Al Batinah: includes the western coastal area from Muscat towards the city of Khitmat Al Milaha and the borders with United Arab Emirates
- Al Shurqia: includes the eastern coastal area from Muscat towards Bur El Hakman area
- Al Dhakhilia: includes the central area between the Al Batinah and Al Shurqia regions
- Adh Dhahirah: includes the south-western area from Al Batinah region
- Al Janubia (Dhofar): includes the southern region of the Sultanate
- Al Wusta: includes the area between Al Dhakhilia and Al Janubia regions
- Musandam: includes the isolated area from the country that occupies the entrance to the Arabia Gulf by the Strait of Hormuz

The map of the Sultanate of Oman is set in appendix C demonstrating the eight provinces and other designated cities that come under each region (Ministry of National Economy, 2006a: 5).

### 2.6.2 Governorate of Muscat

The Governorate of Muscat is the country's political, economic, and administrative center. It is the heart of the government and the location of the capital area and the base of the headquarters of the administrative apparatus of the state (Ministry of Information, 2008). These administrative bodies include the major state entities, civil service ministerial entities, and the other public authorities. The upcoming subsections will elaborate more on the Omani governmental structure and its underpinning entities.

## 2.7 The Omani Governmental Structure

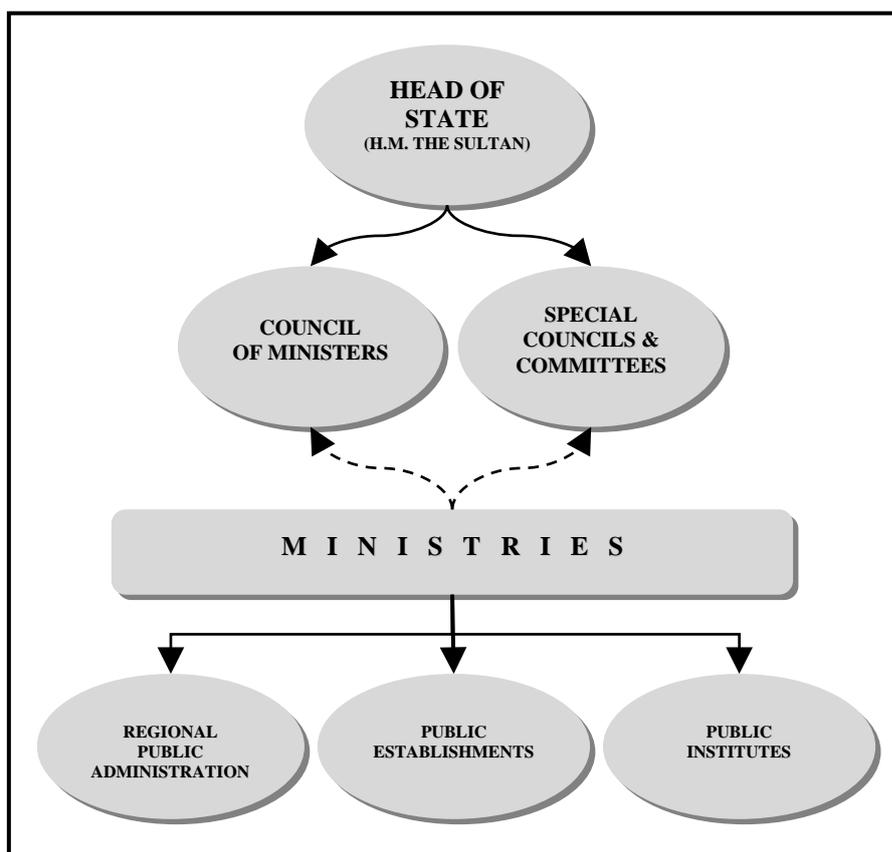
The public administration system is a multifaceted process covering a wide spectrum of mini-administrative bodies that share the same aim and are congruent to some extent but differ in pragmatism (Mohammed, 2005). That aim, although the specifics vary from country to another, is viewed in the seeking to improve governmental performance by emphasizing on customer service, decentralization, market mechanisms, cross-functional collaboration, and accountability for results (Page, 2005). However, the fact of the matter that Arab states have a different blend of protocols and practices, forced by their culture and language (Ali, 1995; Wilkins, 2001), that shapes its public administration system and hence its governmental structure (Mohammed, 2005). The following subsections will elucidate the Omani public sector and the underlying organizations that represent it.

### 2.7.1 Omani Public Administration Environment

The Sultanate of Oman, in turn, has a unique structure that resembles the traditional Arab-Muslim management system, covering every level starting at the top with His Majesty the Sultan and ending up with the normal citizens (Al Zidy, 1995; Ministry of Information, 2008). The experience that the Omani government had realized throughout the past three decades justifies the fact that it was successful in the way it administered the country given the challenges, opportunities, and the threats (Mohammed, 2005; Al Kathairi, 2006). As a matter of fact, His Majesty the Sultan had prioritized since the early days of the renaissance to form a government that could actualize the dream of the modernized Oman (Ministry of Information, 2008) but he was facing a complicated system of many other subsystems that need to consort with each other in a smooth-cyclical fashion. Hence, it is evident enough to explore the public management system that Oman had established and according to Mohammed (2005) the Omani public administration system could be illustrated in the form of a cycle as it is exhibited in appendix D (Mohammed, 2005: 76).

### 2.7.2 Components of the Omani Public Sector

Despite the entirety that Mohammed (2005) is providing in his cycle (appendix D) for the Omani public administration, it is very cumbersome when it comes to understanding the underlying technicalities of the system-environment. Yet, His Majesty the Sultan had clearly elaborated his views, on the proper governmental structure, in the Basic Statute of the State or as named The White Book (Al Kathairi, 2006). In fact, the Omani government could be easily viewed in terms of six organizational clusters or entities that support the Sultan and constitute the actual body of the current government (Ministry of Legal Affairs, 1980). Those entities are: Council of Ministers, Special Councils and Committees, the Ministries, Public Establishments, Regional Public Administration, and Public Institutes (Mohammed, 2005; Ministry of Information, 2008). Figure 2.10 depicts the channel of order and the communicational protocols among these entities.



**Figure 2.10:** The Governmental Structure in the Sultanate of Oman

The previous figure denotes to the fact that His Majesty is the head of the state and he controls the government through two types of councils: council of ministers and special purpose councils and committees. These councils are established and formed by different ministers whom representing their seats upon their specialties and expertise (Mohammed, 2005). Moving further beneath the ministries, comes the other entities of the government that the ministries would control fully or partially based on their significant role they play in the decision-making of the public organization in each of the three entities (Mohammed, 2005). For example, a 'Wali' or the mayor of Barka city in the Al Batinah region is directly reporting the local activities to the minister of interior affairs because he follows the minister's jurisdiction, and by the same token, he would report all activities pertaining to healthcare to the ministry of health and so on. This channel of order had availed the Sultan and his government to develop every sector synchronously and thus, the country had developed dramatically till it reached its later state (Ministry of Information, 2008).

## 2.8 The Omani Civil Service Sector

The civil service sector or as simply stated public sector and as opposed to the private sector, is an environment of people and organizations that work together under the name of the government to serve the community (Perry and Porter, 1982; Mohammed, 2005). Yet, it is comprehended that there are many differences between the two sectors given the characteristics that shape each one (Newstrom *et al.*, 1967) but the cultural blend does affect the establishment of organizations (Hofstede, 1993) which means that every nation has its own agenda of running the civil service sector (Mohammed, 2005). Nevertheless, it is generally accepted by scholars that the civil service sector is the heart of any governmental structure where executing the civil service duties is vital enough in attaining the supreme objectives of any nation that aspires for prosperity (Mullins, 2002; Mohammed, 2005) where any surplus of revenue over expenditure may be reallocated by improved services or reduced charges (Mullins, 2002). The following subsections would elaborate more on the role of the civil service system in the decision making in the Sultanate of Oman, however, it is much evident to start by a brief preface on the civil service sector in the Arab World.

### 2.8.1 Civil Service in the Arab World

The Arab World States are categorized as third world or underdeveloped countries (United Nations Development Program, 2003) due to the unresponsive governmental structures towards the dynamic changes and information revolution upon the current years (Shuhwan, 2001). The fact of the matter is that most of the Arabian governments are still resuming the classical bureaucratic system in administration and control (Shuhwan, 2001) and others had blamed the richness of the culture (Hofstede, 1993; Ali, 1995) which caused such an image. On the other hand though, and in terms of civil service, Arabian countries had vast experiences in formulating the regulations and policies, establishing, and administering a sound civil service structure where the difference is evident in the degree of authority the

unit is given in order to exercise its autonomy (Mohammed, 2005). Table 2.2 shows the different civil service entities in chosen Arab countries.

**Table 2.2 : Civil Service entities in Selected Arab Countries (Mohammed, 2005:234)**

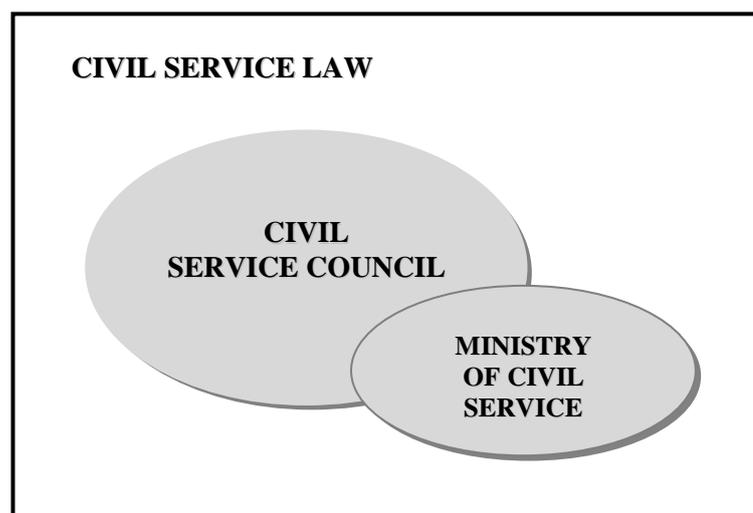
<b>Serial</b>	<b>Country/State</b>	<b>Civil Service Body</b>
1	Saudi Arabia	The Council of Civil Service
2	Kuwait	The Council of Civil Service
3	Tunisia	Public Employees' Administration
4	Lebanon	The Council of Civil Service
5	Somalia	Civil Service Administration
6	Morocco	Public Employees' Administration
7	Jordan	Civil Service Diwan
8	Sudan	Ministry of Public Service & Administrative Renovation
9	Egypt	Central Institute for Organization & Administration
10	Oman	(Ministry of) Civil Service (Council)

For the purpose of the research, it is advisable to focus the argument on the Arab Gulf states as the Sultanate of Oman is one of them. Hence, the Arab Gulf states share much of the culture in the Arabian Peninsula (Wilkins, 2001) which led into a common trend towards the dealing with the civil service sector in each of the six states besides the other neighboring Arab countries in the Middle East (Mohammed, 2005). From a philosophical perspective though, Arab management theories, practices, and organizations are products of the contemporary Arab-political environment (Ali, 1995) where the social and governmental matters were taken into consideration as a significant sector since the end of the fifties from the last century, particularly, when Great Britain had decided to withdraw from the Gulf States (Aukil and Zakarya, 1998; Al Badwawi, 2007). This denotes to the fact that Arab Gulf states as other Arab states were also affected by the western schools of bureaucracy or the indulgence into a vague economic or governmental structures such as communism, socialism, or radicalism or even federalism (Aukil and Zakarya, 1998; Gardiner, 2008). However, it is undoubtedly accepted that the civil service sector in

Arab Gulf states was affected by the political, economic, and cultural aspects of the existing milieu that shaped the civil service practices, with its necessary amendments, till today (Mohammed, 2005).

### 2.8.2 Civil Service System in Sultanate of Oman

The civil service system in the Sultanate of Oman is constructed through the interconnectivity among the three main entities; civil service council, ministry of civil service, and civil service law (Mohammed, 2005; Shaiban, 2008). These entities share and execute the civil service practices, and establish and develop the policies and regulations that control such a sector (Mohammed, 2005). In a nutshell, it could be viewed as two bodies interact reciprocally within a set framework where the ministry of civil service is working together with the civil service council under and within the guidelines of the civil service law. Figure 2.11 illustrates the relationship among the three main entities in the civil service sector and followed by an elaboration on each entity and the underlying technicalities in separate subsections.



**Figure 2.11:** The Omani Civil Service Milieu

### 2.8.2.1 Civil Service Law

In the early days of the renaissance, there were few regulations and laws that determined the administrative levels and their rights under the law (Shaiban, 2008). This was carried on till the year 1975 where the first Royal Decree was issued to specify and demonstrate the civil service bodies and practices in the country and it was named “The Civil Service Law” (Dewan of Judiciary, 1975). However, and due to the dynamic nature of the society which entails a continuous attempt to reiterate and amend as necessary, and hence in 1980, another Royal Decree was issued to affirm the required changes (Shaiban, 2008). Till that time, the civil service charter was included as subsections in the civil service law where in 1984; a Royal Decree was issued to account for the first executive charter of the civil service law as a separate regulation that governs the civil service entities till today (Mohammed, 2005). In other words, the civil service law is considered as the framework that bounds the civil service sector and the civil service charter is a detailed handbook of all significant technicalities that eases the comprehension and the implementation of the civil service practices (Mohammed, 2005). Yet, the final amendments to the civil service law were recognized in the Royal Decree number 120 that was issued in the 28<sup>th</sup> of December 2004 outlining the following boundaries of the civil service sector (Shaiban, 2008):

- Basic civil service terminology
- Objectives of the civil service entities
- Job distribution and description
- Recruitment policies
- Employee behavioral
- Assessment policies
- Work benefits
- Work conditions
- After-service conditions

Starting with the base of the law, appendix E lists the governmental bodies that were mentioned to be acting under the civil service law (Ministry of Civil Service, 2010) where it is noted that other governmental bodies that have been

mentioned before (Figure 2.10) were not included in the referred list and that this due to the sensitivity reasons and the nature of their operation where they are excluded with a designated Royal Decree (Diwan of Judiciary, 1975; Mohammed, 2005).

#### 2.8.2.2 Civil Service Council

The civil service council is an isolated governmental body that holds the supreme responsibility for overseeing and developing the civil service sector in the country (Dewan of Judiciary, 1975; Mohammed: 2005). According to the Royal Decree number 27 that was issued on the 28<sup>th</sup> of June 1975, the first civil service council was formed with its specialties (Ministry of Legal Affairs, 1980) and it was accounted under the Royal Court (Shaiban, 2008). Thus, in 1980, the civil service law had noted that the civil service council should report to the council of ministers and since then till the year 2002, the council had ran through many changes (Shaiban, 2008) where according to the Royal Decree number 17 that was issued on the 2<sup>nd</sup> of March 2002, the main responsibilities and duties of the civil service council were documented as in appendix F and stating the council league as it should encompass the following members (Ministry of Legal Affairs, 2002):

- Minister of Royal Court (Chairman)
- Minister of Civil Service (Deputy Chairman)
- Secretary General – Council of Ministers
- Minister of Social Development
- Minister of Legal Affairs
- Minister of Education
- Minister of Workforce

#### 2.8.2.3 Ministry of Civil Service

The Ministry of Civil Service was established with the Royal Decree number 17 that was issued on the 21<sup>st</sup> of February 1988 (Shaiban, 2008). It is the third

ministry in significance that comes after ministry of finance and ministry of foreign affairs as it is held responsible and accountable on deciding and processing all relative matters that come under the custody of the Omani civil service law (Mohammed, 2005) that shall be pinpointed as the ideal human resource management activities but on a wider sector-scale (Al Busaidy, 1999). Those activities shall be summarized in the following points (Mohammed, 2005):

- Formulating the civil service policies and its follow-up
- Structuring and analyzing ministerial hierarchies
- Analyzing jobs and the remuneration schemes
- Planning and executing the recruitment system and the Omanization plan
- Administering the performance assessment system
- Employee training and development
- Enhancing administrative communication and employee relations
- End of service, retirement, and pension schemes
- Fostering research on personnel affairs
- Analyzing and archiving records, reports, and statistics

The fact of the matter is that the ministry of civil service exerts all of the above efforts and responsibilities upon a total number of 118990 Omani and non-Omani public employees where most of them are clustered in the capital area as it encompasses the major governmental buildings; the rest of the employees are distributed among the regions as exhibited in table 2.3.

**Table 2.3 :** Civil Service Employees by Region (Ministry of Civil Service, 2010: 14)

<b>Serial</b>	<b>Region</b>	<b>Number of Employees</b>	<b>Percentage (%)</b>
1	Governorate of Muscat	31390	26.4
2	Al Batinah	27777	23.3
3	Al Shurqia	16790	14.1
4	Dhofar	15011	12.6
5	Al Dhakhilia	13745	11.6

6	Other Regions	14277	12
<b>Total</b>		118990	100

## 2.9 Outcomes of Workplace Humor

Humor is beneficial in our lives and in many different ways (Yip and Martin, 2006) and part of our life is spent in our work placements as jobs and duties that have to be carried on (Barsoux, 1993). Thus, it is viable to emphasize on the plausible dividends that would be attained when humor is exerted at work. However, there are costs that have to be incurred when workplace humor is used and not used. In fact, if managers did not limit humor at work, it could result in hurt feelings, misunderstood messages, harassment, lower quality standards, and obviously, lower rates of performance (Duncan, 1982; Leap and Smeltzer, 1984; Glasser, 1994; Fatt, 2002; Newstrom, 2002). On the other extreme, when humor is controlled, then work stress would increase along with work boredom and a clear deterioration in the motivational levels and so on (Duncan *et al.*, 1990; Fatt, 2002). Yet, clearly a balance is always required in such an attempt (Malone, 1980; Newstrom, 2002) as the work cultures and its complexities fosters in doing so (Dandridge, 1986). Hence, humor is crucial in the daily survival of the organization in terms of higher performance rates but what is the true definition of performance, the following subsection will shed a light upon.

### 2.9.1 What is Performance?

Performance, as a word, incorporates different work aspects that made it hard to define, however, it is much easier understood if it was viewed in terms of purposes (Schermerhorn *et al.*, 1997; Luthans, 2002). Simply, the real meaning goes back to what the organization really ought to do. For example, a financial accountant produces a perfect balance sheet and income statement but knowing that every organization adopts its own accounting convention might constrain or excel that

perfection. Thus, the organization goals and objectives are the major borders of how employees perceive performance, hence, how it should be defined (Martin, 2001). By the same token, technically many researchers stated the problem of not being able to measure performance as vague, due to the fact that work performance is not tangible enough; as a whole, to be sensed in the workplace (Duncan *et al.*, 1990; Ford *et al.*, 2003). For example, manufacturing engineers define performance as the throughput of the production line (Hill, 2000), others thought of it in terms of employee job satisfaction (Martin, 2001). Other attempts were on differentiating the measuring criterions of performance by grouping them into two clusters that are technical and contextual; where the first directly measures the technical tasks of the job whereas the latter resembles the social and psychological context of the person and the milieu (O'Sullivan, 2009). Nevertheless, as said, the true meaning lies in the stated determinants by the organization and the most well known ones are as under:

- Work motivation: where higher performance is positively related with the degree of love and motivation the employees are having towards their job placements particularly in private enterprises (Ford *et al.*, 2003; Yerkes, 2003); unlike public or civil service entities where it requires incentives in order to have sound motivational schemes (Jones, 2001) – but it is not the best idea (Houston, 2000) – and a serious attention towards the work conditions and environment (Moynihan and Pandey, 2007)
- Absenteeism: where performance should be high if it is reduced especially the non-excused ones (Fatt, 2002; Ford *et al.*, 2003) and it is evident to note that the educational level is negatively related to absenteeism (Ng and Feldman, 2009)
- Stress: where performance is claimed higher when all stress drivers are kept in the minimum levels (Schermerhorn *et al.*, 1997; Avolio *et al.*, 1999; Edwards, 2003; Hornblow, 2003)

Despite all that, it had been stated that these determinants are not enough for understanding performance, particularly, when it comes to people's feelings and attitudes in their work settings (Ford *et al.*, 2003), thus it requires much deeper researches in order to formalize it better. For example in the Sultanate of Oman, the success of any governmental structure is quantified by the level of the attained

customer satisfaction that are the civilians in this case (Al Hajj, 2013). Thus, it was always vital to consider quality assurance or total quality attempts in the Omani ministerial structures in order to boost its performance per se (Al Moharbi, 1996). However, given all the developmental attempts by the Omani officials, yet it is very evident to find higher absenteeism among public employees in addition to the common depression among them creating a de-motivated environment to perform (Al Kathairi, 2006; Al Hajj, 2013). Other employees on the other hand, still complain from ample work tasks that created anxiety and developed later on into work stress (Al Hajj, 2013). Such cases provide an indication for what employee performance could be other than just to finish the assigned tasks where humor would become a possible way to enrich performance if explored and proved so.

### 2.9.2 Humor Affects Performance

As stated in earlier sections of this chapter, Quality of Work Life (QWL) improves performance in terms of output and work purposes. However, some of the techniques involved could be misused or misunderstood that will violate the stated conclusion (Huse and Cummings, 1985). Hence, this notifies to the claim that exerting humor at work will reduce work performance (Barsoux, 1993; Newstrom, 2002). In fact, almost all humor scholars and behaviorists agreed that humor usage will definitely affect performance positively (Malone, 1980; Duncan, 1982; Duncan *et al.*, 1990; Barsoux, 1993, Barsoux, 1996; Avolio *et al.*, 1999; Newstrom, 2002; Ford *et al.*, 2003; Breeze *et al.*, 2004; Romero and Pearson, 2004; Bakke, 2005; Romero and Cruthirds, 2006) but none of them provided a thorough documentation of the statement (Barsoux, 1993; Avolio *et al.*, 1999; Breeze *et al.*, 2004). Instead, they were satisfied with stating the major benefits of workplace humor which were also not researched thoroughly on ground. The following are the major benefits of humor usage as assimilated from literature:

- Act as a vaccination for burnout (Foster, 1978; Malone, 1980; Fatt, 2002) and effectively reduces daily life and work stress (Barsoux, 1993; Avolio *et al.*, 1999; Collinson, 2002; Newstrom, 2002; Ford *et al.*, 2003;

Edwards, 2003; Hornblow, 2003) and counter the drivers of such tension (Caudron, 1992; Yerkes, 2003)

- Create and secure the morale of employees and boosting their spirit (Duncan *et al.*, 1990; Hornblow 2003; Yerkes, 2003)
- Raise work motivation (Ford *et al.*, 2003; Yerkes, 2003) and love (Duncan *et al.*, 1990)
- Kills the effect of tedium and job boredom (Duncan *et al.*, 1990; Starbuck and Webster, 1991; Aufrecht, 2001; Newstrom, 2002; Bakke, 2005)
- Reduce absenteeism (Miller, 1996; Ford *et al.*, 2003; Yerkes, 2003)
- Strengthens group cohesiveness and solidarity (Duncan, 1982; Duncan and Feisal, 1989; Duncan *et al.*, 1990; Aufrecht, 2001) by braking down any barriers between people (Barsoux, 1993; Barsoux, 1996) and enriching team work (Fatt, 2002; Newstrom, 2002)
- Demonstrates an effective communicational tool, be it from down to up of the hierarchy or the opposite (Duncan *et al.*, 1990; Barsoux, 1996; Aufrecht, 2001; Collinson, 2002)
- Enables Problem Solving and resolves conflicting matters (Smith *et al.*, 2000; Newstrom, 2002; Yip and Martin, 2006) where it makes organizational confusion more bearable and draws attention to areas in need of management (Barsoux, 1996)
- Managing and easing change acceptance (Barsoux, 1996) and reducing its resistances (Linstead, 1985)
- Stimulate and increase employee creativity and innovation at work (Barsoux, 1993; Barsoux, 1996; Miller, 1996; Newstrom, 2002; Ford *et al.*, 2003; Ford *et al.*, 2004)
- Higher quality of work commitment and performance (Duncan and Feisal, 1989; Glasser, 1994; Fatt, 2002)

## **2.10 Chapter Two Summary**

This chapter was structured in two main parts as the first focused on the topic of workplace humor with its underlying theories and practices that adhered mostly towards pointing the research gaps that this research is aiming to attempt towards. The second part though, described the civil service system in Sultanate of Oman within which the research is going to take place with due importance to the Governorate of Muscat and its underpinning organizations and processes. The following chapter will determine the methodology by which the researcher would fill the pointed gaps.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

The upcoming sections will elaborate upon the research methodology adopted for this study. This research embeds the inductive and deductive approaches, since the studied topic is new in the organizational behavior and industrial administration areas, as well as the application ambiance is also different. In fact, this research is heading towards collecting and analyzing data in order to understand a phenomenon and develop a theory that requires the testing of hypotheses for which it is obvious to place this attempt as an inductive and a deductive research approach. By the same token, there are many other forms of mixing the approaches but it differs in the level of the application. For instance, at a later section of this chapter, the researcher had demonstrated the usage of mixed approaches by utilizing different data collection methods that is termed triangulation but first it is viable to explain the adopted research strategy.

#### **3.1 Research Strategy**

According to the Research Process Onion that was developed by Saunders *et al.* (2000), research strategies are particular methods that avail the researcher to design the collection, analysis, and interpretation schemes for the topic and within the research paradigm. There are two paradigms in any research attempts and they are the positivistic view and the phenomenological perspective.

If the research philosophy reflects the positivistic view in the study, then it will probably adopt the stance of the natural scientist (Saunders *et al.*, 2000). This influences the researcher in order to prefer working with an observable social reality and that the final result of such a research could be in the form of a derived and generalized law which are similar to those found by physical and natural scientist (Remenyi *et al.*, 2000). This explains the matter of replication in most of the positivistic research attempts (Saunders *et al.*, 2000; Scandura and Williams, 2000). However, it is deemed necessary to notice that the main assumption, under which the positivistic paradigm is stated, is in the researcher being independent of the subject of the research entailing no affecting nor affected by it in a case (Remenyi *et al.*, 2000). On the contrary, the positivistic view was criticized because the world of business and management is seldom too complicated to be framed in general laws such as physical sciences (Saunders *et al.*, 2000). For this reason though, phenomenologists argued that generalisability is not of crucial importance in business research due to the following two main issues (Gummesson, 2000):

- The dynamism of the business world where every day it should be expected that something new would happen, which requires a reformat of the previously resulted principles. A good example of this argument is in the tendency towards forcing stochastic models in business and operational research fields as it embeds probabilistic factors (Anderson *et al.*, 2004)
- Every organization on its own is considered a unique case to be studied individually and further researchers are as advancements in critical issues within the topic itself. In other words, there is always a piece of the research cake for every researcher to have

This proves the usage of such a view in many business researches, especially when it comes to dealing with humans where different attitudes and behaviors dominate the final outcome of the research (Gummesson, 2000). Thus, it can be said that phenomenological paradigm is concerned with the understanding of human behavior for the participant's own frame of reference (Collis and Hussey, 2003). This argument might denote for a while that the phenomenological view is favored

over the positivistic one because of the business-like research topic. However, this conclusion is somewhat hazy because the reason for understanding the paradigms is to examine, challenge, and alter the set assumptions as per the studied case (Saunders *et al.*, 2000). Hence, this would lead to a belief that the assumptions are the determinants of which paradigm to implement leading to the proper choice of the research strategy (method). In fact, these methods per se are spread over the assumptions continuum that was developed by Morgan and Smircich (1980) where each method would be placed upon its assumptions (Collis and Hussey, 2003). However, it is possible to have a positivistic method used in a phenomenological study and vice versa, which means that it is not right to categorize the strategies as per the research paradigms where it all depends on the set assumptions of the research topic and the opposing assumptions of the chosen strategy (Gummesson, 2000; Remenyi *et al.*, 2000).

As for this thesis, the study will adopt a phenomenological perspective to research and herewith deciding to apply a case study strategy on the proposed topic due to the following reasons:

- The phenomenon of humor is a personal attitude or a reaction that is unique in its appearance as human beings defer in interpreting what is humorous or not (Romero and Pearson, 2004; Romero and Cruthirds, 2006) and yet, it gives an indication that it should always be studied in its own context. Hence, it shall be said that studying the functionality of humor in essence is a case study
- The civil service system in the Sultanate of Oman is considered a unified entity with one legal charter that governs the way civil service is running the country and with determined organizations that constitute the Omani civil service umbrella. Thus, it shall be said that studying workplace humor in the Omani civil service system (OCSS) is a case study
- The study of a behavior in a different setting that encompasses different practices is always unique in its nature and implementation. Thus, it is evident that researching a phenomenon in a country setting is accepted as a rich attempt in order to bring about new findings and/or theories that will not be found elsewhere, and in this thesis though, the researcher will

study the workplace humor in the Sultanate of Oman which has its special culture with its own customs, values, and rituals. Yet, it shall be said that researching within Oman is a case study by itself

### 3.1.1 Case Study Strategy

A case study is an extended examination strategy where it focuses on a single, or many instances, in order to develop or exploit theories (Macpherson *et al.*, 2000; Yin, 2003). In contrast though, the above definition is not truly what a case study shall provide to knowledge generation. There is another way of conceptualizing this strategy as a holistic process of data collection, analysis, and interpretation (Remenyi *et al.*, 2002) which means that a case study research is especially suitable for studying phenomena that are highly complex and/or embedded in their cultural context (Macpherson *et al.*, 2000; Verschuren, 2003).

Remenyi *et al.*, (2002) had further illustrated that a case study strategy would generate information by two approaches that are an evidence collection device or narrative. The first approach will result in knowledge through ensuring the solid establishment of valid and reliable evidence where it will be analyzed from either a positivistic or a phenomenological perspective. The second approach though, generates knowledge when the researcher is analyzing the studied case through describing it as a story – or as named a narrative description – within its own context (Yin and Heald, 1975; Gummesson, 2000).

Case study scholars had reached to an understanding that case studies are not one type of research strategy anymore; it is a holistic process for generating sound evidence by examining the main themes of the attempted problem, backing it with thorough investigations on meticulous details that could and would affect those themes (Verschuren, 2003). Therefore, it was apparent to the researcher to use a case study strategy by implanting the two approaches: Evidence Collection Device (ECD) and Narrative, together in order to cover the application of workplace humor in a

much wider scale, particularly if it is known that such a matter would bring about richness to the research attempt (Yin and Heald, 1975). This would be attained when the subjects were given the chance to talk about their experiences and how it affected their performance and their work milieu. However, this is constrained by the implemented type of case study.

According to Yin (1981), there are only three main types that include the other subtypes that are mentioned in the research methodology literature, where a case study shall be an exploratory type or a descriptive type or an explanatory type. Collis and Hussey (2003) opposed that by generalizing the mentioned types based on the purpose of the research where they concluded that any research passes through the four types they proposed (exploratory, descriptive, explanatory, and predictive) along the research process based on the required thoroughness. Hence, it can be said that this research attempt is an exploratory research but it does not mean that it will not describe or analyze the phenomenon of workplace humor in the Omani public environment. In fact, this study entails descriptive and analytical themes of the phenomenon under study and under this term, it shall be stated that this research attempt is also a descriptive and an explanatory types.

To summarize the above and as far as the approaches are concerned, this thesis will be a blend of the two case study approaches: evidence-collection and narrative, where the researcher will use collection methods in order to define evidences and then analyze them accordingly, and backing it by detailed interpretation of what is going on in the Omani civil service organization as a particular and an incidental humorous situation. Yet, it is important to shed a light upon the case study drawbacks and defend them with reference to this thesis.

### 3.1.2 Defending Case Study Drawbacks

By reviewing the research methodology literature, it was quite evident that case study strategies were pointed out as the best strategy ever used in business

research and studies. However, writers had stressed on the inherited drawbacks that would degree such a significance this strategy would have sought in order to become the best strategy ever. As a matter of fact, research scholars had agreed on the following four disadvantages when implementing case study strategies in business research (Collis and Hussey, 2003; Salkind, 2003; Yin, 2003):

- The history of the working environment will influence the understanding of the present state that is the research period
- It does not support cause-and-effect links which results in unclear conclusions
- There is a pretty higher chance of bias in data collection methods and hence on interpretations
- Generalisability is very limited

The mentioned drawbacks per se, are not applicable in all case study strategies, and others are able to be reduced in its effect. Therefore, it is crucial enough to review what has been stated in the literature and bring about the true drawbacks of the strategy if any. Despite all what was mentioned, the case study strategy remains the most feasible strategy where it has many powerful techniques and analytical methods, which for these aptitudes; it became the most popular method adopted by business researchers (Gummesson, 2000).

As far as this thesis is concerned, the researcher had studied each drawback and briefly discussed each one respectively by reflecting on opinions from research scholars and the ambiance that the study will take place within where it had yielded the following arguments:

- Case studies are focusing on one state of the organization where it will have its own characteristics, and it is erroneous to generalize on history having an effect on research (Remenyi *et al.*, 2002). By reflecting on this study, it is evident enough that the history of any Omani public organization that is under the civil service law is irrelevant to the research attempt since the topic is stressing on the usage of humor as a societal behavior in organizations and these public organizations are taken as entities in one example; a pool of information-entities in other words. Yet,

it should be noted that organizations under the Omani civil service system (OCSS) does not have a history as the word might denote other than the fundamental royal decrees of the Sultan for the initial establishment and other few internal laws and regulations pertaining to the work flow, progress, and development of the organization; where if change is expected, it would always touch the technical or work related matters and nothing should be said about employee attitudes. This means that work and employee attitudes should not change else than what has been stated in the Omani civil service law that it should always possess perfection in all ways. It is well documented that social behavior research is not related to the developmental processes of an organization where it is only concerned with the detection of such a behavior in a group or a hierarchical setting (Yin, 2003). Hence, it is quite apparent that organizational history should not have an effect on the research process in this thesis

- As for the cause-and-effect, it is generally accepted that detecting causality in researches depends on the research topic itself where one topic might depend on proving or denying causality in special relations and another might not (Gummesson, 2000). Even if it was accepted that there is a degree of causality required, it is not necessary to have it structured in the research methodology where it always comes in the interpretations of the assimilated and analyzed information (Yin, 2003). In other words, proving causality is nothing to do with the research methodology as much as it is significant in understanding and explaining the gathered information. This corroborates the notion that case study strategy is not built on causality mechanisms but it does support it when it comes to proving the relationships among the studied variables. By the same token, causality could be the core of the research if it was embedded in the research questions or stated as a research hypothesis and so on, which again yields the conclusion that causality has nothing to do with the methodology in principle. As for this thesis, there are few live examples of causality in relationships and a major causality matter which is also the heart of this research attempt is to investigate the relationship between humor usage and its effect on work performance. The case study

strategy with its underlying approaches will facilitate in providing the required data to study the inferences between the humor and each of the performance determinants stated under the OCSS that is discussed in a later section

- As for the bias, it shall be asserted that any form of research or even a human activity will always encompass a degree of bias. For example, a researcher will be having biased information when capturing evidences from a poor-memorizing witness and possibly biased conclusions when reading and analyzing the information subjectively (Remenyi *et al.*, 2000). Thus, the intention should be to minimize bias as much as possible or at the worst case, identifying them and admitting them as a limitation threshold. As for this research, the researcher will triangulate the data collection methods in order to minimize the bias as much as possible with special precautions in the interpretation phase as it is discussed later in this chapter
- As for the generalization, it should be noted that the nature of business research does not recommend generalization simply because it depends on the specific case studied, in the specific place and time which might not be found in another organizational set (Collis and Hussey, 2003). Thus, the more uniqueness is sought the more inappropriate to generalize the findings in terms of analytical and statistical restrictions (Yin, 1989). On the other hand, insights will be provided upon how to generalize in such research attempts as it is discussed at the end of this chapter

### **3.2 Data Collection**

Data collection is the essence of any research where the effort is made to produce and accumulate evidences on a phenomenon in order to support the research findings (Remenyi *et al.*, 2000). Data collection is a systematic plan spread over a detailed process where the researcher has to decide on the different phases and methods used as per the research topic. In fact, data collection does not work as an ideal model for any data set. In reality though, data consists of units of analysis or

variables in research terms (Anderson *et al.*, 2004) where they are attributes of the entity that the researcher had chosen as his/her unit of analysis (Ponemon and Wendell, 1995; Collis and Hussey, 2003). The following subsections would shed a light on the data collection plan for this thesis along with the arguments on the underpinning methods and techniques.

### 3.2.1 Quantitative and Qualitative Data

A quantitative data variable is a numerical attribute of an individual or object (Anderson *et al.*, 2004) where arithmetic operations could be applied upon (Sprenst, 1993). It can take a discrete or a continuous value such as number of employees or the weight of each of them respectively. On the other hand, when the issues are related to attitudes or perceptions such as market conditions or management or even employee performance, the variables are denoted as qualitative where special techniques has to be implemented in order to convert them into numerical forms (Scheaffer *et al.*, 1986; Remenyi *et al.*, 2000). This explains why many scholars refer to qualitative-data research as an approach rather than a collection of tools and techniques (Morgan and Smircich, 1980). It is vital though, to understand the importance of having a blend of both data types in any research; that will be illustrated later in this chapter. However, research scholars have agreed that approaching a phenomenon from a mixed mode of quantitative and qualitative perspectives is crucial in boosting the credibility of the outcomes, ultimately, the knowledge created particularly if the phenomenon is never been approached in more detail (Birnbaum, 1981; Collis and Hussey, 2003; Bryman and Bell, 2007). By reflecting on this thesis, the sought data set is a mixture of the two data types and the researcher will use the following two collection methods corresponding to each data type:

- Interview (Face-Face): Qualitative
- Survey (Questionnaire): Quantitative and Qualitative

### 3.2.2 Collection Plan

The data collection plan for this thesis could be viewed as a chronological structured process starting with a profound identification of the population and the studied sample followed by a detailed description of the collection methods and finally the actual collection act. The presented process is portrayed in appendix G where each component will be elaborated in the following subsections.

### 3.2.3 Research Population

The research population is defined as the total components or cases that the research is intending to derive inference about (Saunders *et al.*, 2000). In business research namely behavioral studies, the population is usually centered on the organizational subjects or simply stated as the employees (Saunders *et al.*, 2000; Collis and Hussey, 2003).

Reflecting on this thesis though, the researcher had decided on the population that the workplace-humor phenomenon is going to be studied upon as all director generals, directors, and section heads that serve in the Omani governmental agencies and that adhere to the Omani civil service law in the Sultanate of Oman. Thus, this entails the inclusion of all 37 governmental entities that come under the civil service law, as listed in appendix E (Ministry of Civil Service, 2010). Table 3.1 elaborates on the total number of Omani employees in the three supervisory levels across the 37 governmental entities.

**Table 3.1 : Supervisory Employees in 37 Governmental Entities  
(Ministry of Civil Service, 2010: 38)**

<b>OCSS Designation</b>	<b>Number of Employees</b>
Director General	240
Director	1368
Section (department) Head	3972
<b>Total</b>	<b>5580</b>

The researcher in reality had studied the defined population from different perspectives, which will be mentioned in the coming subsection, and had decided to exclude the following 11 governmental entities from the population set:

- Office of the Personal Representative of His Majesty the Sultan
- Cabinet of the Deputy Prime Minister for Council of Ministers
- Office of Special Advisor to His Majesty the Sultan for External Liaison
- Office of the Advisor to His Majesty for Economic Planning Affairs
- Office of Representative of His Majesty the Sultan
- Tender Board
- Governorate of Muscat
- High Committee for National Day
- Institute of Public Administration
- The Council of Higher Education
- Public Authority of Craft Industries

By the same token, there were few concerns appeared when determining the above population as it is argued below and followed by a subsection that defends the shortfalls if applicable.

### 3.2.3.1 Concerns on the Population

The defined population has different milestones and limitations as it is tied with the studied topic and prospected constraints for collecting such data. Yet, the following arguments were raised:

- The researcher had focused on the supervisory levels only and neglected to study the effect of humor on frontline and executive employees, and also the higher authorities such as ministers, secretary generals, and the undersecretaries
- The population is defined by the 26 governmental entities without the mentioned 11 governmental entities that also serve under the Omani civil service law and few of them are regarded as supreme bodies in the Omani government
- The population could be accepted to be the total 26 entities and the researcher would sample one entity to research upon and test its representativeness towards the whole population
- The population did not determine the gender type that the research will take place upon since there are different thresholds when it comes to observe workplace humor within male and female work-environments (Leap and Smeltzer, 1984)

### 3.2.3.2 Defending the Shortfalls

Despite the presented arguments in the previous subsection on few of the concerns upon the chosen population, the researcher will defend any prospected shortfall in this research as in the following arguments that are according to the set concerns respectively:

- As for not including the frontline and executive employees in the population; this research attempt focuses on the concept of usage of workplace humor by managers within organizations since it is the determined gap as elaborated in chapter two, where the managers are the true generators of humor and they could play the devil in not allowing any

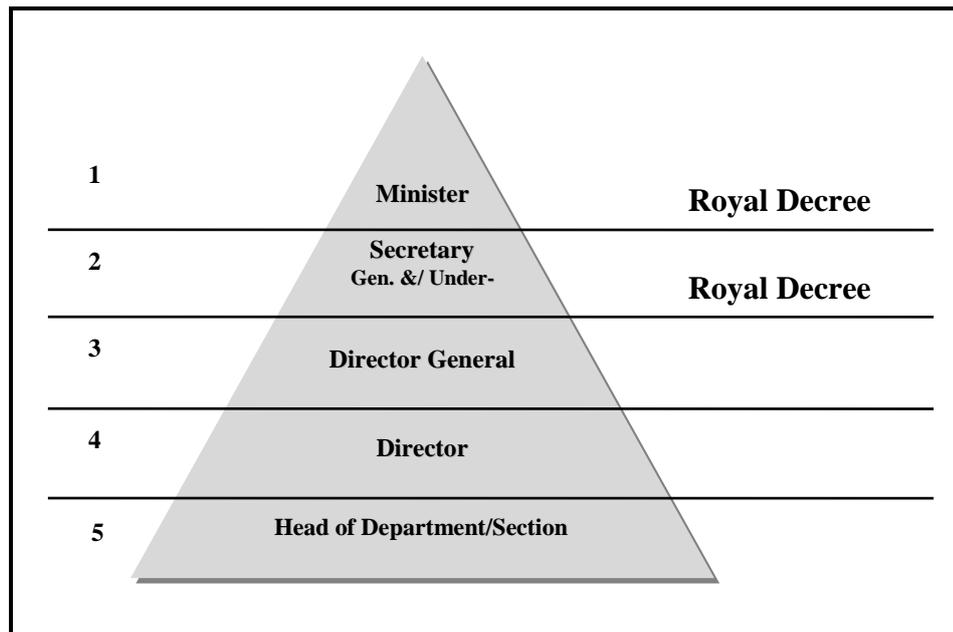
humor to be exerted in the work environment (Malone, 1980; Linstead, 1985; Duncan *et al.*, 1990; Collinson, 2002; Holmes and Marra, 2002; Newstrom, 2002; Ford *et al.*, 2003; Hornblow, 2003). Thus, this supports not to include the employees in the research population. Also, as discussed in the previous chapter, most of the researchers studied workplace humor from an employee perspective (Duncan *et al.*, 1990; Cooper, 2005), they concluded that it is apparent to have such activity since it is part of their daily sarcasm or the window to blow through their work tensions (Luthans, 2002; Breeze *et al.*, 2004; Watson, 2006) and that was the cliché in turning the focus to the managers and how they deal with and within humor in their work milieus. Furthermore, it is also known that the director generals, directors, and section heads were previous employees in the same or another entity, which means that the study will technically have a blend of views on the usage and effect of humor by the supervisors and the subordinates in the specific entity; and this supports the decision for excluding the frontline and executive employees from the population. As for not including the higher authorities in the governmental entity's structure, the fact that constraints the decision was that the positions starting from the undersecretary level onwards are appointed by a royal decree from His Majesty the Sultan (Ministry of Legal Affairs, 1980; Mohammed, 2005). This means that the Omani civil service law does not apply for their cases as they follow the custody of the Diwan of Royal Court with its legal structure and privileges. Hence, they should be excluded from the population. And even if it was true to include them in the population; it will not be feasible enough to reach them for data collection as arranging personal interview sessions or at least participating in filling the questionnaire will be cumbersome enough due to the status of their position, the governmental protocols, and the nature of their work schedules as they are always in cabinet meetings or with His Majesty the Sultan; this in fact, will cause a delay in the data collection phase and might raise an issue of bias since the anonymity condition will not be valid. However, the above argument does not fully justify the exclusion of the higher authorities since they

will be partially evaluated upon for their workplace humor usage by the director generals; i.e. their subordinates

- The exclusion of the 11 Omani governmental entities from the research population was thoughtfully decided since each of them violates the condition under which the researcher had set the population quality standards. As for the following nine governmental bodies:
  - Office of the Personal Representative of His Majesty the Sultan
  - Cabinet of the Deputy Prime Minister for Council of Ministers
  - Office of Special Advisor to His Majesty the Sultan for External Liaison
  - Office of the Advisor to His Majesty for Economic Planning Affairs
  - Office of Representative of His Majesty the Sultan
  - Tender Board
  - High Committee for National Day
  - Institute of Public Administration
  - The Council of Higher Education

The researcher had decided to exclude them from the population due to the number of employees each entity encompasses as it starts with 8 employees in The Council of Higher Education and ends with 59 employees in the Tender Board (Ministry of Civil Service, 2010) where the majority of the employees are occupied in the secretarial and executive jobs which means that there are very few supervisory positions to study the workplace humor phenomenon upon. Therefore, it will not be feasible to include them since workplace humor will not be experienced in its fullest and expected magnitude which might affect the quality of the collected data and ultimately the research results. As a matter of fact, the governmental bodies that are tied with His Majesty do entertain a special protocol and work conduct which might, in many cases, limit the exertion of humor in the work milieu too; this pulls on to the work practice that management does not promote workplace humor due to their claim on the holiness of the organization and its ethics (Malone, 1980; Duncan *et al.*,

1990). As for the Public Authority of Craft Industries that holds 212 civil service employee (Ministry of Civil Service, 2010), and even though it follows the civil service system by law, it differs in its functionality where it is dealt with as a separate governmental entity that has its own flexibility when it comes to human resource practices and financial planning and control, and that is due to the nature of the profession that the entity is responsible about where most of the employees are craftsmen and craftswomen that are scattered along the regional towns and villages in the country, practicing and teaching the crafts work to the younger generations in order to preserve such heritage and culture (Ministry of Information, 2008). Thus, the number of employees in the supervisory positions is very limited as observed from the organizational structure and chart (Shaiban, 2008). In addition that there is a governmental initiative to transfer the custody of the mentioned authority from the civil service law to the Diwan of Royal Court that is not yet implemented. Also, the office of the Governorate of Muscat was excluded from the research population for the same reasons mentioned for the Public Authority of Craft Industries with caution to the clear fact that the office of the Governorate of Muscat does not have more than 5 employees in the supervisory positions even though the total number of employees is 244 (Shaiban, 2008; Ministry of Civil Service, 2010). Above all, it is viable and evident enough to exclude the mentioned 11 governmental entities from the research population. The remaining civil service entities; those are the 25 ministries and the Office of the Minister of State and Governor of Dhofar, the researcher had decided to include them all together because the ministerial structure in the Omani civil service system (OCSS) shares the administrative structure and the law that governs its activities and work procedures where each employee in any ministry of the 25 is anticipated to work as affective as being in any other Omani civil service ministry (Mohammed, 2005). The same concept is applied in the Office of the Minister of State and Governor of Dhofar. In fact, the organizational structure of a typical Omani ministry is divided into five supervisory levels as portrayed in Figure 3.1.



**Figure 3.1:** The Hierarchy in an Omani Ministry (Mohammed, 2005: 118)

As depicted in the Figure 3.1, the minister, secretary general, and the undersecretary are appointed by the royal decree of His Majesty the Sultan. The three downward levels are appointed by the internal ministerial decrees issued by the minister. Thus, it justifies the inclusion of the director generals, directors, and section heads of the 25 ministries and the Office of the Minister of State and Governor of Dhofar as the research population

- As for the option of choosing one entity to be researched and then generalizing the results across the other 25 entities, and even though it is feasible from a research methodology perspective; it is not evident for this research because doing so will decrease the opportunity to have a wider view of the workplace humor usage in the whole Omani civil service sector and how it functions given the surrounding aspects. Furthermore, if the 26 entities are taken all together as the research population, the results will reduce the effect of sample errors and would provide higher estimation of the population (Scheaffer *et al.*, 1986; Anderson *et al.*, 2004), hence, there would be no problem for ensuring generalisability as it is already built-in. Another important benefit of not implementing the above proposed option is that including the 26 entities will reduce the effect of a clustered culture on the workplace humor usage. For example,

the Ministry of Foreign Affairs is known for employing many Omanis from the southern part of Oman that is Dhofar and they are handling the majority of the supervisory positions (Ministry of Civil Service, 2010); hence, it is clear that if the study only focused on this ministry, the cultural factors of those employees would affect immensely on the drawn results which in turn will not be viable to be generalized upon the other 25 entities. Yet, the research population would include the supervisory employees in the 25 ministries and the Office of Minister of State and Governor of Dhofar that serve under the Omani civil service law

- As for not distinguishing the gender type in the population, this research attempt does not intend to study the effect of gender on the exerted humor in work environments because the Omani female employees in the supervisory positions is about 8.5% of the total number of Omani civil service employees in the supervisory positions (Ministry of Civil Service, 2010: 39), particularly the three supervisory levels previously mentioned. In fact, there would be a matter of female perspective on the significance of workplace humor since females praise work ethics and they consider fun at work as a prohibited practice that expresses disrespect to their jobs (Ryan and Kanjorski, 1998); and having them distinguished would raise the matter to challenge the research assumptions. However, their input in this matter would be minimal as the researcher had framed the data collection methods to capture the attempted research questions by assuming that humor is equally important for males and females. Another significant matter that could render female hesitance to participate in such a research is the fear of the topic or the subject of the exerted humor at work as they might perceive the joke or the action to be sexually harassing (McGee and Shevlin, 2009) but the researcher had cleared any signs that might denote to such an idea in the data collection methods and ensured that the statements question the nature of the workplace humor used only. Above all, the researcher did not neglect the presence of female in the research and they will be given the chance to participate anonymously with due respect to the fact that the effect of gender on workplace humor is not part of the research assumption since the

intention is to explore the area and it is hoped to widening this part in further researches

### 3.2.4 Collection Methods

Data collection methods are the techniques by which the researcher gathers the required information on the subject matter (Saunders *et al.*, 2000). As mentioned in the previous subsections that the researcher will triangulate the data collection process by using a blend of qualitative and quantitative methods. That is formed respectively in the interview and survey techniques. The following subsections will elaborate on each method in detail with regards to the thesis.

#### 3.2.4.1 Triangulation

Triangulation refers to the use of different data collection methods within a study (Saunders *et al.*, 2000). There are many advantages for using multi-methods in a research but the following three are the most significant to note on (Gay and Diehl, 1992; Sekaran, 1992; Collis and Hussey, 2003):

- It obliterates the tradeoff between the data collection methods since it complements the drawbacks of each one resulting in an even effect. A known example is that the questionnaire questions give much thoughtful facts about the data than interview questions because of its quantitative nature whereas the opposite is true when it comes to explain the phenomenon
- It provides the opportunity to use the methods in different purposes. For, instance, the use of interview answers in building the questionnaire questions by focusing on the significant points
- It provides a holistic view of the research by addressing the case from different perspectives and ways that will build a state of confidence in the research conclusions. This will also increase the validity

Therefore, it is important for a business research to implement a minimum level of triangulation, particularly, when it comes to measure behavioral acts and organizational culture (Remenyi *et al.*, 2000). As for this thesis, the researcher had decided to triangulate the data collection methods by choosing two techniques: interview and survey. However, this research might be criticized for not encompassing an observational method in collecting data. Yet, knowing the significance of such a method does not justify its usage in any research where this thesis cannot implement this method for the following major reasons:

- The collected data will be biased since the personnel in the supervisory positions will pretend being humorous with their subordinates in order to show positive results which proves the notion that observations are not applicable for behavioral researches (Yin, 2003)
- The nature of people for not appreciating someone observing their movements and actions, which could make it very hard on the researcher to continue data collection
- It is usually regarded as time consuming, which means that it could take years to reach the conclusions (Saunders *et al.*, 2000) and this thesis is constrained by time as it is a postgraduate research project that has to be submitted in due time

#### 3.2.4.2 The Interview

Interviews are associated with both the phenomenological and the positivistic research methodologies (Collis and Hussey, 2003). Simply defined though, an interview is a purposeful discussion between two or more people where the intention is to gather valid and reliable data that is relevant to the research questions and objectives (Collis and Hussey, 2003; Thomas, 2003). This definition characterizes interviews as a qualitative data collection method and it also includes all discussion types. There are two types of interviewing activities: an interviewer will either interview individuals or a group. The first is called face-to-face interviewing and the second is named a focus group interviewing (Saunders *et al.*, 2000).

Face to face interviews are the classical interviewing activity in any research attempt where the researcher is directly asking the interviewee for his/her views on preset queries on a specific notion (Poundstone, 2003). The researcher must identify the important characteristics for his/her interview sessions to be successful in collecting the required information where special precautions must be taken into consideration. As for this thesis, the researcher planned the meetings three weeks ahead of the interviewing day by corresponding with the sampled interviewees in order to assure anonymity and strict confidence. The plan was to have 30 randomly chosen interviewees from all supervisory levels that are representing the governmental entities. In order to minimize interview bias, all interviews were held in the offices of the interviewees in the early working hours in order to ensure full attention and sound answering.

From a technical point of view, the interview questions are not open-ended type or the leading-the-interviewee type. Also, strenuous efforts were exerted to avoid unnecessary jargon and the researcher provided a clear explanation of the words that the interviewee happened to ask about. The interview questions are formed by adopting a critical incident technique where the interviewee was asked to elaborate and reflect upon an incident that he/she had experienced humor in with a close attempt to the research questions and the underpinning questions where information is derived and referred upon. A synopsis of the interview questions is exhibited in appendix H.

Furthermore, the questions were stated in a clear form with one tone avoiding any notes or smiles that could distract the interviewee or mislead him/her in the meaning of the questions. Finally, to note that the interviewer did not take notes whilst interviewing, the researcher instead used a tape recorder to record the session and that was after taking the permission from the respective interviewee. This act was very beneficial since the interviewer had the chance to concentrate on the questions and how to state them. It was also useful in terms of giving the opportunity to hear the answers over and over, which helped in documenting the information and verifying the notes after the interview session. Last but not least, interview-generated

information was carefully addressed such that the effect of bias would be reduced to the least level possible.

The other interviewing type is the focus group which is also a useful qualitative data gathering approach (Fielding, 2004) that takes advantage of structured interviewing techniques but performed in a group setting (Hartman, 2004). From a methodological perspective though, the focus group technique is associated with a phenomenological research paradigm (Collis and Hussey, 2003). However, it is not applicable for this thesis and the researcher had decided not to utilize the method for data collection due to the following reasons:

- Given that the intention of focus group interviewing is to encourage members to discuss and argue about a shared opinion or situation (Calder, 1977; Hyden and Bulow, 2003), this research attempt is having a rigid challenge in implementing it because it will be difficult to assure the involvement and participation of everyone in the session; notably if they were from different ministries. For example, if the focus group interview session had a blend of interviewees representing the three supervisory levels, it would cause an opinion bias since head of sections might not participate in the discussions due to the feeling of degrading themselves in front of director generals or directors in the same session
- Difficulty in gathering the group members around one table due to the different time schedules of the Omani employees in the supervisory positions. Hence, it will be cumbersome to have all participants in the session particularly the director generals where if the attendance is not enough, the result of the discussion might not be evident enough on the topic and it could generate a biasing factor during the discussions, especially when a tendency towards an aspect is sensed that will deprive the discussion from the opposing views
- The topic of this thesis is about a universal language that every nation comprehends, and there is no use of raising a discussion among people who personally believe or pretend to believe in the significance of humor in their lives but they differ in the proper situation to exert it within (Duncan *et al.*, 1990). Thus, every Omani member on the focus group

panel will end up emphasizing on the same matter and would hide the proposed critique just to appear with a suitable consent on the main issues raised during the session

#### 3.2.4.3 The Questionnaire

A questionnaire is referred to all techniques of data collection in which each person is asked to respond to the same set of questions in a preset format (Saunders *et al.*, 2000). It is very useful for quantitative, qualitative, and structured information that arithmetic operations could be applied upon (Bartunek *et al.*, 1993). In fact, there are many types of questionnaires but the most widely used types in business research are (Sudman and Blair, 1999; Saunders *et al.*, 2000; Granello and Wheaton, 2004):

- Online questionnaire
- Postal questionnaire
- Delivery and collection questionnaire

The researcher will adopt the delivery and collection questionnaire type due to the flexibility it avails in many aspects. A notable instance is that this type ensures a response from the responder, especially, if the survey is held within a closed environment such as an organization where the researcher will correspond with the higher authorities in each governmental entity in order to utilize their influence in getting the questionnaires filled at the most possible way and within the specified time frame. Notably, if they know that the topic is unique and they had never come across such a serious research attempt.

As for the questionnaire statements, the questionnaire is designed to capture the humorous moments and usage by the personnel in the supervisory positions in each governmental entity; Along with questioning their thoughts on some of the concepts in the field of workplace humor and its applications. Thus, the statements address the personal attitudes, beliefs, behaviors, and attributes of the responders on the subject matter. The listing of the statements is intended to develop a passion in

the responder since he/she is experiencing a special character of him/herself that had never been approached yet and this clarifies the reason behind not starting the questionnaire with an icebreaking question. Furthermore, the chronological structure of the statements is intended for building such an enthusiastic milieu while answering the questions (Scheaffer *et al.*, 1986). For simplicity though, an Arabic translation of the statements is provided in order to ensure clear understanding of the statements. A specimen of the questionnaire is exhibited in appendix I.

The statements are developed to address the research gaps and reflect the research questions and justify the raised matters in the theoretical framework of this study that is exhibited in appendix B. There are statements that would be elaborated further in other statements and other ones would be just to test the validity of the questionnaire. The following points will elaborate the source of each statement and the relationships with the other statements where the numbers within the brackets corresponds with the number of the statement in the questionnaire that is exhibited in appendix I:

- (1) This statement is made in order to build rapport with the responder and to place him/her in a pleasant milieu when attending the questionnaire
- (2) This statement and statement number 3, 4, and 6 are derived from the humor styles questionnaire that was established by Martin *et al.*, (2003) where the responses will note on the affiliation activity that humor builds
- (5) This statement is intended to nourish the research with the fact that Omani people are humorous by nature
- (6) Besides what was stated in statement number 2, Ford *et al.*, (2003) had emphasized that one of the ways to spread humor at work is by sharing the good moments with the subordinates
- (7) This statement is a leading statement towards attending statement number 8
- (8) Scholars had emphasized that humor does exist in public organizations but it is part of the unofficial realm of the public administration (Linstead, 1985; Aufrecht, 2001). This was evident in a research that was carried by Holmes and Marra (2002) where they found that the governmental agencies were the least in expressing clear humor

in their work environments. Thus, the appropriate method for exploring such a behavior in an organization is by asking direct questions whether humor exist or not. This statement justifies the query for the possibility of having humor in Omani public sector organizations and it is the opening statement for upcoming ones that clarify that usage

- (9) Management scholars had stated that humor is not allowed at work because management denies its significance where they emphasized that it affects in disrespect from the subordinate towards his/her superior (Malone, 1980; Duncan, 1982; Fatt, 2002; Newstrom, 2002). Hence, this statement would set the base for questioning the opinion upon statement number 10. Statement number 11 is another form of statement number 9 and it is intended to test the validity of the responses
- (12) This statement is a more specific form of statement 9. It question's the acceptance of humor from the subordinate towards the superior since some employees make their bosses as the butt of their silly jokes in the organization (Duncan and Feisal, 1989; Barsoux, 1993; Barsoux, 1996). In fact, this statement directly corresponds with the self-defeating humor style as proposed by Martin *et al.*, (2003) that attending to it would give an indication of how much self-defeating humor style is used by Omanis in the public sector
- (13) This statement question's the use of self-enhancing style of humor established by Martin *et al.*, (2003) and emphasized by Romero and Cruthirds (2006). It also enriches the research with a profound technique of handling stress in the Omani public organizations
- (14) According to Leap and Smeltzer (1984), any organization would expose some sort of racism due to the use of humor within the work environment particularly when diversity is the major theme of the organizational culture. Sultanate of Oman has a unique blend of cultural and ethnic backgrounds where there are four ethnic groups that are Africans, Persians, strong-tribe Arabs, and weak-tribe Arabs communicating in nine different dialects (Al Ismaili, 2004). This statement would enquire the possibility of having humor at work within the Omani ministerial environment given the different ethnicities that

form such a culture. In fact, the statement is derived from the work of Martin *et al.*, (2003) on his humor style questionnaire as the statement refers to the aggressive style of humor

- (15) Workplace humor scholars had emphasized that humor at work would take many forms starting from simple verbal conduits to off-office activities such as parties (Duncan *et al.*, 1990; Cooper, 2005) but nothing was noted that technology could become a medium of humor at work such as mobile phones where funny text messages would become a rich source of workplace humor. This statement will justify the significance of the mobile technology in spreading humor at the Omani public sector agencies. Statement number 18 and 19 also denotes to the same concept but with different technologies as it is also used as media for spreading humor at work (Ford *et al.*, 2003); these statements are intended also to explore the most used media for humor in the Omani public organizations
- (16) Sexuality is a trivial topic that workplace humor shall not neglect but it differs on how people accept it between themselves (Duncan *et al.*, 1990). In fact, women find sexual humor more offensive than men whereas men prefer sexual humor more than women (Romero and Cruthirds, 2006). Yet, it depends on the cultural and the religious background of the work setting. In this research though, Sultanate of Oman is an Islamic country where religion governs much of the behaviors and attitudes of Omanis and thus, the question is upon the acceptance of embarrassing humor namely sexual humor under the premises that Islam prohibits such humor. Martin *et al.*, (2003) stated that this type of acceptance determines the aggressiveness of humor as aggressive humor is a proposed style of humor. This statement would provide an indication of how much subordinates accept embarrassing humor from their superiors
- (17) This statement is aimed at justifying the notion that management is the true source of humor in the organization as noted by many researchers (Malone, 1980; Linstead, 1985; Duncan *et al.*, 1990; Glasser, 1994; Collinson, 2002; Holmes and Marra, 2002; Newstrom, 2002; Ford *et al.*, 2003; Hornblow, 2003)

- (20) This statement is an advancement of statement number 9 and another form of statement number 12 where it justifies what behaviorists stated that employees like to joke about their bosses
- (21) Researchers had emphasized that humor is an important trait for today's managers in order to become successful in what they manage (Malone, 1980; Duncan *et al.*, 1990; Shearer *et al.*, 1998; Collinson, 2002). Thus, this statement will provide an indication of how Omanis view humor in terms of a managerial trait
- (22) This statement contributes to the theme that builds the self-enhancing humor style that was proposed by Martin *et al.*, (2003), which also supports statement number 13
- (23) As mentioned in the literature that it is perceived that managers do not support using humor because of many reasons (Ford *et al.*, 2003), the position or the designation denotes to a situation that the person perceives being a person who shall accept humor or not (Barsoux, 1993). This statement justifies the humor-by-situation theory but in terms of the occupation that the responder's supervisor is filling
- (24) This statement is a specific application of statement number 23 as it denotes that the subordinate would accept humor just because of his/her boss
- (25) This statement supports the humor-by-situation humor as it measures the director generals, directors, and the section heads who agree that humor is exerted at work only if there is a materialistic return from their superior's perspective
- (26) This statement determines the total number of the Omani public managers formed in the director generals, directors, and section heads who use humor at early morning. It supports the humor-by-situation theory since it denotes a time situation
- (27) This statement will provide an indication of how many Omani public managers formed in the director generals, directors, and section heads in the ministries do exert humor with subordinates while they are working leading to a firm conclusion of how many use humor at work in full. In fact this statement with statement number 32 provide a strong base to

support the need-for-fun theory as the two statements cover the whole timeframe of the person

- (28) This statement aims at justifying the opinions of the responders towards their superiors on the need-for-fun theory as Glasser (1994) emphasized that the ultimate need that a human being ought to fulfill is fun regardless of any place or time constraint
- (29) According to Ford *et al.*, (2003), 60% of the managers agreed that they do not use humor because they are afraid of being misunderstood by their employees. Thus, this statement would explore the opinion of Omani director generals, directors, and section heads upon using humor in an inappropriate time that it would be misunderstood by their subordinates. In fact, this statement supports the humor-by-situation theory and documents its stance. It would avail in giving an indication of resistance to use humor at work and would support the arguments that would be generated from the interview sessions too
- (30) Humor is a strong weapon to reduce stress (Barsoux, 1993; Avolio *et al.*, 1999; Yerkes, 2003) and it works well when employees are under intense work stress (Shearer *et al.*, 1998). Yet, this statement supports the humor-by-situation theory where humor is observed as an effective tool for handling and reducing stress at work
- (31) This statement contradicts indirectly with statement number 28 and 29 as the aim is to determine the opinion of the Omani public managers formed in the director generals, directors, and section heads in the ministries towards their superiors that agree upon using humor in leisure time not during work per se. It supports the humor-by-situation theory and gives an indication of how many would support it or not. Statement number 35 is a more specific leisure time situation as tea and/or coffee breaks are rich sources of organizational humor among employees
- (32) This statement determines the opinions of the Omani public managers formed in the director generals, directors, and section heads in the ministries upon the argument that humor should always be used in the work environment regardless of the appropriateness of the situation. This in fact supports the need-for-fun theory and statement number 39 assures

statement number 32 and test's the true opinion of the responders about their superiors towards the mentioned theory

- (33) This statement supports the humor-by-situation theory as the disagreement towards a matter could be stated using humor (Barsoux, 1996). This supports the power of humor as a profound communicational tool in the organization (Romero and Cruthirds, 2006). Thus, this statement would provide an indication of the opinion of the Omani public managers formed in the director generals, directors, and section heads on communicating critique to their superiors without creating any hassles
- (34) According to Martin *et al.*, (2003), using humor to get to know others is a method of an Affiliative humor style but it justifies the concept of situation since humor was only used for a certain purpose in a certain time and place which means it is tied with a situation. However, Barsoux (1993) had elaborated on this matter from the purpose point of view. Yet, by attending this statement, a good indication would be provided to explore the humor-by-situation theory in the Omani ministries and in terms of a specific purpose
- (36) Aggressive humor is tied with reasons that foster such an attitude (Martin *et al.*, 2003; Romero and Cruthirds, 2006) that means that humor is exerted at work when there is a reason to do so which refers to a situational scheme. Thus, this statement supports the humor-by-situation theory by referring to the Omani public sector as the field of study
- (37) Workplace humor is usually referred to being initiated and exerted in meetings (Barsoux, 1993) and it is regarded as a double-edged sword when it comes to know what humor is accepted in meetings than the unaccepted one (Revell, 2007). Yet, this statement justifies the humor-by-situation theory as organizational meetings are observed as specific situations
- (38) Management scholars had emphasized that humor is a very powerful tool for communication where it is useful in communicating filtered information to the management especially when things go wrong (Barsoux, 1993; Barsoux, 1996; Romero and Cruthirds, 2006). Thus, this statement justifies the humor-by-situation theory as humor is explored as

a method that is used in a specific situation which is hiding work problems

- (40) Holmes and Marra (2002) made a serious attempt in quantifying humor at work for the purpose of comparing its usability among different work sectors where they justified humor usage by adopting signs and nodes that denote humor and they counted those signs as a proportion of 100 minutes from the total attempted session. Another view to quantifying humor was proposed by Cline *et al.*, (2003) where they grouped the activity of humor in three simple groups that are: low, moderate, and high. Likewise, McGee and Shevlin (2009) had grouped the usage of humor in three levels but they called it: good sense of humor, average sense of humor, and no sense of humor. In this research, the work of Holmes and Marra (2002) shall be adopted but in a more direct way and that is by adding the ideas of Cline *et al.*, (2003) and McGee and Shevlin (2000); the statement would allow the responder to choose the proportion that represents the amount of humor that his/her superior exerts with him/her. It is viable to note that the meaning of humor is already understood by the preceding statements that explores and explains humor in addition to the fact that humor is an obvious behavior among human beings and there is no need to explain it more in the questionnaire
- (41) According to Duncan *et al.*, (1990), humor at work would spread love and solidarity among the employees which will result in them loving their work more and this would be expressed in terms of higher work motivation. Statement number 46 emphasizes on the effect of humor upon work motivation
- (42) This statement is another form of statement number 68 but it is more specific in terms of the performance criterion. The criterion should measure the absenteeism rate not commitment to duty hours. Scholars had stressed on the result that humor firmly reduces absenteeism (Miller, 1996; Ford *et al.*, 2003; Yerkes, 2003) without referring it to duty-hour commitment. However, this statement is comprehended as commitment to duty hour since no one would imagine the meaning of fully being absent from work without a valid reason; at least in the Omani public sector.

Nevertheless, this statement would work good enough to ensure research validity

- (43) This statement is an implementation of statement 59 where statement 45 and statements 50 to 68 are driven from the 20 performance criteria for director generals, directors, and section heads that are adopted by Ministry of Civil Service in Sultanate of Oman (Ministry of Civil Service, 1992). The research attempt is to measure how many responders do believe that humor which is exerted from their superiors affect each of those 20 performance criteria. Statement 65 will be elaborated upon further
- (44) This statement is the result of statement number 48 and 62 where accepting authority means accepting change within the work environment and with less resistance. In fact, behaviorists had stated that humor at work eases change acceptance (Barsoux, 1996) and it is effective in reducing its resistance at the work environment (Linstead, 1985). This statement shall function as a validity assurance statement
- (46) According to Yerkes (2003), humor at work raises work motivation since it creates a good atmosphere and love among work groups (Duncan *et al.*, 1990; Hornblow, 2003). This statement is a result of statement number 41 which supports the notion that having a higher quality of work life leads to improved work motivation and having the latter raised results in improved levels of work productivity (Huse and Cummings, 1985)
- (47) This statement is a result of statement 41 and statement 46 as loving work leads to higher motivation and when the employee is motivated then he/she would obey whatever order that comes from his/her superior such as working off-duty hours particularly when their relationship is very strong as statement number 62 question's
- (48) This statement is a specific form of statement number 62 as it is an embedded action where accepting authority is an ideal representation of the strength of the relationship between the superior and the subordinate. It is in fact, a statement that verifies the validity of the respondents for statement number 62

- (49) This statement is another form of statement number 52 and it is referred as a testing statement for validity
- (65) This statement is tied with statement number 57 as it is part of it in the performance appraisal form that is adopted by the OCSS (Ministry of Civil Service, 1993). Yet, it is evident to distinguish between handling responsibility and working without direct control or supervision, which refers to work autonomy. Hence, it is significant to segregate between the two meanings in order to evaluate the true effect of humor upon each criterion
- (69) This statement corresponds with the notion that management scholars had emphasized upon that workplace humor would positively affect performance (Malone, 1980; Duncan, 1982; Duncan *et al.*, 1990; Barsoux, 1993, Barsoux, 1996; Avolio *et al.*, 1999; Newstrom, 2002; Ford *et al.*, 2003; Breeze *et al.*, 2004; Romero and Pearson, 2004; Bakke, 2005; Romero and Cruthirds, 2006). Thus, it supports the general theme of part three of the questionnaire

A notifying point would be raised here is that this research might be criticized for not adopting the online questionnaire type or as recently named: cyber panels (Sudman and Blair, 1999), since all concurrent business researches and institutions must accommodate a degree of information touch in order to be referred as a sound research act (Sudman and Blair, 1999; Remenyi *et al.*, 2000; Granello and Wheaton, 2004). However, it can be argued that this research cannot implement an online questionnaire method due to the following concerns:

- An online questionnaire is addressing a large sample size where there is no-replies threshold such as national census and household projects (Sudman and Blair, 1999), unlike this thesis where the sample size is considerably moderate and controllable with a built-in system for ensuring higher responses as stated earlier
- Even if the sample size is considerably large enough, the majority of the responders lack the ability to respond (Yu and Cooper, 1983) because simply they are not technology literate or hesitate to use computers – as in the Arab world – where it may cause in not being able to enter the correct

answers other than being able to use the computer itself and this is evident particularly in well designed questionnaires (Granello and Wheaton, 2004)

- The nature of the research topic where it requires a serious attention by the responder and the online questionnaire is usually neglected as a deleted email (Granello and Wheaton, 2004). This is a fact in many of the Arabian governmental agencies (Al Kathairi, 2006)
- Even if the email was viewed, there is always the societal concern about privacy that would hinder the responders from opening a strange electronic mail asking for his/her opinion on a topic (Sudman and Blair, 1999), which will be dragged later into the trash icon

#### 3.2.4.4 Pilot Test

Pilot testing is referred to the notion of testing the research collection methods in terms of the set questions in order to pinpoint any typing or irrationality errors (Collis and Hussey, 2003). There are several ways to pilot the questions, however, and from a technical perspective, this thesis does not require any pilot testing for its data collection methods mainly due to the following reasons:

- The interview questions were already tested since the researcher had adopted the interview questions used in a previous research on a similar sector and a work setting as it was pilot tested then (Al Kathairi, 2006). And for further prospected questions, the researcher had tested them with peer colleagues and friends to assure synchronous flow, consistency in the questioning activity, and detecting any errors if any, particularly after the adoption of the critical incident questioning technique
- The questionnaire statements excluding the last part – humor and performance relationship – were already tested since the researcher had adopted the questionnaire that was tested and used in a previous research which in fact proved its effectiveness in collecting the required data (Al Kathairi, 2006). However, the researcher had amended and added few statements that fit the thesis work-setting as it is geared towards the whole

governmental sector in the Sultanate of Oman formed in the Omani civil service system (OCSS) as one entity, in addition to the sought perspectives of how to evaluate the management behavior

- The last part of the questionnaire that reflects the relationship between workplace humor usage and work performance, was already tested since the performance determinants are established by the Ministry of Civil Service in the Sultanate of Oman (Ministry of Civil Service, 1992). Hence, the hypothesis are built on a preset performance criterions under the Omani civil service law, which are used and implemented as an annual official practice by all governmental authorities and agencies

Despite the above argument though, and in order to ensure perfection in such a research attempt, the researcher had tried the questionnaire in its final format on few friends to review and check on the content, structure, timing, and to determine any errors if applicable; particularly the statements that determines the effect of workplace humor on performance as the collected data shall be used in a statistical test.

### **3.3 Sampling Strategy**

Sampling is the most important step in any research as it is the heart of the whole game. As a matter of fact, sample selection is a fundamental element of a positivistic study (Collis and Hussey, 2003). However, it is equally important, though, to select a sample in attempting a case-study strategy as a phenomenological study where the researcher shall carry special qualitative and quantitative methods (Saunders *et al.*, 2000) as in this thesis. Yet, the following subsections will emphasize on the major concerns of the sampling strategy for this thesis and its underpinning sample propositions.

### 3.3.1 Sampling Techniques

Sampling per se is meant to be the act of determining the sample from a defined population (Dash and Berenson, 1969; Scheaffer *et al.*, 1986). There are many types of sampling techniques that it could be classified into different sets but it is much easier to understand the usage by categorizing them in terms of the degree of implementing mathematical and statistical models in sampling. Sampling can be classified as: probabilistic sampling and non-probabilistic sampling (Anderson *et al.*, 2004).

The probabilistic sampling strategy determines the sample by using statistical methods and techniques where the underpinning concept is that the probability of obtaining each possible sample can be computed (Anderson *et al.*, 2004). It is widely used with large sample surveys and it is particularly significant in deriving statements and conclusions about the population by bounding on the sampling error and structuring its confidence (Bailar, 1997; Anderson *et al.*, 2004). On the contrary, the non-probabilistic sampling strategy does not need such statistical methods in order to determine the required sample. It depends on the level of experience of the researcher and how he/she understands the studied area. This is because the researcher is heading for lower expenses and wider accessibility (Lynch, 1999; Collis and Hussey, 2003).

It was mentioned in previous sections of this chapter that the defined population will be reconsidered by excluding few governmental entities due to mentioned reasons. For which the researcher decided to use the non-probabilistic and probabilistic methods to determine the required sample. In this term, the sampling strategy shall be understood in two stages. The first stage is by using judgmental sampling in determining the employees who serve in the three supervisory levels in the governmental entities that are within the Governorate of Muscat. The second stage is by using a stratified sampling technique to sample from the three supervisory levels. The following subsections will elaborate more on each sampling technique.

### 3.3.1.1 Non-Probabilistic Sampling

No doubt that plethora researchers prefer probabilistic sampling techniques , particularly in public sector implementations (Bailar, 1997), for its stronger base in defending the results (Ponemon and Wendell, 1995); however, the trend in business studies fostered researchers to adopt faster and cost effective sampling methods in order to yield acceptable population coverage, higher response rates, and data quality (Sudman and Blair, 1999; Allen, 2008), where judgment sampling came on the research surface nowadays. It is said to be done when the researcher who is knowledgeable on the subject of the study selects sampling units or components that he/she feels are most representative of the population (Ponemon and Wendell, 1995; Anderson *et al.* 2004). In other words, the researcher judges on which component to include in the sample based on his/her experience on the research subject.

As for this thesis, the researcher decided to adopt the judgmental sampling strategy due to the following reasons:

- This study had adopted the phenomenological research paradigm where behavioral sciences does entertain non-probabilistic sampling techniques (Lynch, 1999; Collis and Hussey, 2003)
- The case study research-strategy does not support the normal logic of sampling which is used considerably in explaining a phenomenon (Yin, 2003); instead, it is much evident to adopt a sampling method that fits the case study strategy with its underpinning assumptions and judgment sampling is one to be considered as such
- As mentioned previously that this research attempt is an exploratory study and judgmental sampling is very beneficial and significant in such intention (Sudman *et al.*, 1988; Allen, 2008) since it simplifies the way we handle the data and facilitates control as it determines particularly what is required in order to understand the phenomenon under study and by focusing on the applicable data sources (Allen, 2008)
- The case study aspect of the research grounding as being a governmental or a public sector where judgmental sampling is most appropriately preferred and adopted in such researches (Allen, 2008; Lo *et al.*, 2009)

- The research topic – workplace humor – is seldom in management practices and relatively new in the literature which fosters any research attempt to address the phenomenon in a way that ensures the best possible exploration and representation of the reality, where upon that, theories are constructed and tested in further studies and yet judgmental sampling is one good sampling philosophy that serves the mentioned purpose

By reflecting on this thesis, the judgmental sampling shall be viewed in the form of the bounding of the population by the geographical area of the Governorate of Muscat. Recall that the real population is the collection of all director generals, directors, and section heads that serve under the Omani civil service law in the whole country within the 26 governmental entities that were determined in subsection 3.2.3. However, and due to the mentioned concerns in the previous subsections, the researcher had chosen to sample out the employees who serve in the three supervisory positions in the governmental entities that are in the Muscat territory only. Doing so would entail the exclusion of the following entities:

- The Office of the Minister of State and Governor of Dhofar
- The regional directorate generals and directorates across the country that follow the custody of each of the 25 ministries

Excluding the above was trivial since it is not within the territory of Muscat. However, the issue is raised in the matter of the regional directorate generals and directorates as it might result in loosing richness of the sample and ultimately the richness of the data itself. The main reason for excluding those bodies was due to the fact that these regions are considerably far and they are scattered along the whole country that the researcher is having difficulties to reach every office, directorate, and directorate general for data collection and doing so would require more effort, excess time, and extra costs. Even if it was included in the sample, the phenomenon of workplace humor will not be evident enough in the regional public administration bodies since every office or directorate, or directorate generals are occupied by citizens whom are living within the same ‘*Wilayat*’ or territory which justifies the fact that humor usage in these regional bodies is not enriched and that is due to the lack of the cultural diversity which is significant in determining and shaping the

studied phenomenon in the work milieu (Duncan, 1982; Davies, 2002), and the researcher is interested to investigate its effect on workplace humor activity and usage. Thus, the best role model to have a governmental body that encompasses diverse Omani employees in terms of region, race, and culture is the headquarters of each civil service entity that is located in the capital city Muscat. As a matter of fact though, the regional directorates are representatives of the general directorates and other main directorates that are centralized in the capital area where they follow them directly for any work activities which makes it infeasible to contact them directly; And hence, it is evident that these regional bodies lack the organizational structure that humor is dependent upon since this research is intending to observe the workplace humor communication along the organizational hierarchy of an Omani civil service entity, which could be experienced in the headquarters only. Yet, there is no state of bias in not including the regional public administration bodies in the chosen sample other than the fact that they are literally outside the territory of Muscat. Hence, the sample is the collection of employees who serve in the three supervisory levels in the 25 ministries within the boundaries of the Muscat area.

By considering the above conditions, it is viable to quantify the chosen sample but it is not readily available. In fact, it is quite cumbersome to pinpoint the exact number of employees in the supervisory levels that are bounded in the Muscat area due to the lack of clear statistics on regional Omani civil service employees in terms of the supervisory levels. Thus, the researcher had to visit each ministry individually to verify and collect information on the correct number of employees who serve in a director general position, a director position, and a section head position; but with special caution to ensure anonymity, in order to avoid any prospected bias. Yet, the table in appendix J demonstrates the number of employees for each ministry in the three supervisory levels. Table 3.2 in the next page though summarizes the totals in each level for the 25 ministries in Muscat.

**Table 3.2 : Supervisory Employees in 25 Ministries in Muscat**

<b>OCSS Designation</b>	<b>Number of Employees</b>
Director General	197
Director	812
Section (department) Head	1817
<b>Total</b>	<b>2826</b>

From table 3.2, it shall be noted that the sample size is 2826 employees in the three supervisory levels in the 25 ministries within Muscat. Yet, by comparing the sample size with the population that was defined in subsection 3.2.3, it shall be concluded that the sample provides a good representation of the population as it constitutes 51% of the total population. This consorts with the fact that the capital area is occupied by most of the country population. However, the sample size is still high enough to be seized and yet the researcher had decided to sample out probabilistically to a level that could be controlled and researched in limited timeframe. The following subsection will elaborate further.

### 3.3.1.2 Probabilistic Sampling

The determined sample from the judgmental sampling method is too high to be considered for research even though it is a good representation of the whole population. That is due to the discrepancies it encompasses whilst data collection; be it effort, time, or even cost. Thus, the researcher decided to have a smaller sample that could be researched upon and that is by using a proportional allocation method of the stratified sampling technique. The chosen sample size is 1500 components and accordingly, the proportion of each stratum is mentioned in table 3.3 in the next page.

**Table 3.3 : Stratified Sample Proportions of the Thesis**

<b>Supervisory Level (Stratum)</b>	<b>Components by Stratum</b>	<b>(%) of Stratum</b>	<b>Proportional Sample by Stratum</b>
Director General	197	7	105
Director	812	28.7	431
Section (department) Head	1817	64.3	964
<b>Total Components:</b>	2826	<b>Sample Size:</b>	1500

The main reason for having a sample size of 1500 is its representativeness of the first sample as it constitutes 53% of the judgmental sample and that is a decent representation of it. Another significant reason is the fact that it is not always guaranteed to have high response rate from an Omani public sector organization as it is known for neglecting questionnaires and many times denying to participate in any research attempt from the beginning. The researcher, in fact, had consulted a researcher from the Institute of Public Administration who advised to have a sample that is high enough to ensure higher responses because of the mentioned reason.

### 3.3.2 Sample Proportions by Method

The sample will be split into two parts that corresponds with the research collection method. The researcher had decided to have 30 interviews in order to reach the minimum number of components that avails for statistical analysis. Hence, the remaining will be left for surveying by the questionnaire as the number of components must be large enough to warrant cross-case tabulations (Yin, 1981). Table 3.4 in the following page illustrates the components' split upon the research method.

**Table 3.4 : Sample Components by Research Method**

<b>Supervisory Level</b>	<b>Interviews</b>	<b>Questionnaires</b>	<b>Sample by Level</b>
Director General	2	103	105
Director	9	422	431
Section (department) Head	19	945	964
<b>Sample by Method</b>	30	1470	1500

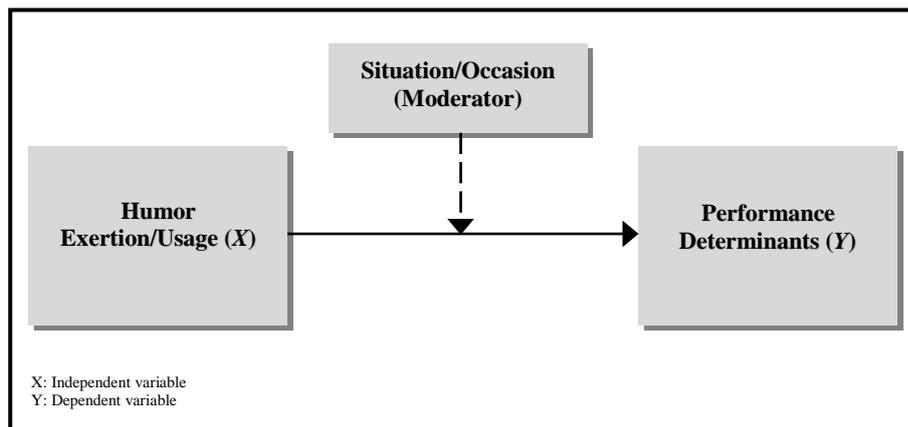
The sample components for the questionnaire (1470) were randomly selected from the grand statistics of the Ministry of Civil Service. The remaining (30) components were randomly chosen but by a systematic sampling technique where the researcher had chosen the 50<sup>th</sup> component along the list of the 1500 components and starting from the first as the chosen one and onwards.

### **3.4 Data Analysis Structure**

Data analysis will be discussed and elaborated further in the coming chapter but it shall be notified here that the first and the second research questions, as mentioned in chapter one, will be analyzed by qualitative and quantitative data analysis techniques. The attempt is to explore and explain the theoretical framework of the study as depicted in appendix B by elaborating on each stage of it. By embedding the open coding method, concept cards were used to record concepts from the interview sessions by linking them to the interview questions and the incidents of humor exertion at the Omani public environment. The information from these concept cards were used in explaining the phenomena of humor at work and supporting the quantitative analysis.

As for the second research question per se, a regression analysis shall be employed due to its strength in explaining the linear relationships between variables (Anderson *et al.*, 2004; Pallant, 2005); Hence, a multivariate regression analysis will

be conducted to test for the effect of humor usage upon each of the performance determinants by controlling for different situations at the same time in hope for exploring their significance where the performance determinants (part three) will be investigated for its dimensions or possible constructs by utilizing the principle component analysis (PCA) of the factor analysis (FA) technique. Figure 3.2 depicts the relationship between the variables for the regression analysis.



**Figure 3.2:** Relationships among variables for regression analysis

As for the third research question, it is denoting to the research objective of analyzing and describing the relationship between humor usage and performance in addition to the regression analysis, which entails a statistical test for such a relationship. The generated data will be categorical; it is ideal to use a non-parametric technique that assesses the statistical significance of a finding by testing the uncertainty of its occurrence (Collis and Hussey, 2003; Anderson *et al.*, 2004). Such a test is as Pearson's chi-squared ( $\chi^2$ ) test (Sprenst, 1993; Meyer and Krueger, 1998) where it is very appealing to use due to many reasons (Sprenst, 1993; Meyer and Krueger, 1998).

As for the test particulars, the test is applied upon a two-way table (4 by 2) and the ideal inferential hypotheses for testing the association between humor usage and performance indicators are as following:

$H_0$ : Amount of Exerted Humor and each of the Performance Determinants are

Independent of one another

$H_a$ : Amount of Exerted Humor and each of the Performance Determinants are  
Dependent/associated with one another

There are twenty (20) inferential tests of such since there are twenty performance determinants under the Omani civil service law. Those performance determinants are stated in table 3.5. Further nine (9) more tests are undertaken for the performance determinants that were derived from the literature which were useful in pinpointing and criticizing the performance criteria and assessed what is provided in the performance determinants under the Omani civil service law.

**Table 3.5 :** Criterion of the OCSS Appraisal Form for the Supervisory Levels  
(Ministry of Civil Service, 1992)

Number	Performance Determinants under the OCSS
1	Development of the competence in presenting the opinions logically
2	The acceptance of other employees' opinions
3	The willingness for developing the job knowledge
4	The relationship between the supervisor and the subordinate
5	The cooperative spirit with the colleagues/work peers
6	The relationship between the employee and the clients
7	The ability of the employee for handling the responsibility
8	The commitment towards work hours
9	The knowledge about the work procedures
10	The level of productivity of the subordinates
11	The level of job effectiveness
12	The subordinate's ability to plan

13	The organization of work among the employees
14	The subordinate's ability to carry on duties without direct supervision
15	The ability to assess the performance of the subordinate
16	The ability to make decisions
17	The ability to create appropriate solutions for work problems
18	Handling work stress
19	The capability of preparing official correspondences
20	Having the initiative to develop work procedures

### 3.5 Research Credibility

Research credibility is formed in special measurements and targets that should provide the general theme of the findings being acceptable or not (Gummesson, 2000). Thus, credibility must be addressed seriously due to the fact that social science research is usually indirect and very subjective in nature (Collis and Hussey, 2003). There are different views in the research methodology literature to define the credibility determinants but the following four are the main ones used in managerial studies (Scandura and Williams, 2000):

- Internal Validity
- External Validity
- Construct Validity
- Statistical Conclusion Validity

However, Scandura and Williams (2000) opposed by arguing that there is no research strategy that can adequately cover all four aspects of validity and hence, researchers need to adopt different strategies in order to maximize the four kinds of validity. In practice though, the most appropriate terms used to denote research credibility are; reliability, validity, and generalisability (Collis and Hussey, 2003).

The following subsections will elaborate on each term with reference to the attempted study.

### 3.5.1 Reliability

Reliability is referred to the degree of replication a research can have anytime given that the results are always the same (Saunders *et al.*, 2000). In other words, if the research findings can be repeated, then it is said to be reliable which is evident in positivistic research studies (Collis and Hussey, 2003). In researches that adopt the phenomenological research paradigm, reliability is not always that apparent because phenomena, particularly the behavioral ones, differ in nature and there is no set framework that could guarantee the same results always (Collis and Hussey, 2003).

By reflecting on this thesis, research reliability could positively be sought without losing validity and that is through triangulation. As discussed in previous subsections of this chapter that every data collection method will complement the other in the missing strengths and the wiping of the shortfalls. Questionnaire to say is a classical reliable method where it collects accurate and consistent data where the researcher will always get the same results even if the questionnaire is answered after some time; provided that the purpose and the objectives of the research are explained to the responders and the topic is such interesting as workplace humor in the case of the attempted study. Another way of testing reliability is by testing the consistency of the answers to the questionnaire by using the Cronbach's Alpha method with a threshold value of 0.7 and above (Pallant, 2005), which is quantified by utilizing statistical computer-applications such as SPSS.

### 3.5.2 Validity

A research is said to be valid if it demonstrates or measures what the researcher thinks or claims it does (Collis and Hussey, 2003). Validity is considerably high in phenomenological researches since the main objective of the

researcher is to seize as much information as possible about the studied subject matter by collecting data pertaining to the deep concepts underpinning the phenomenon (Scandura and Williams, 2000). This corresponds with the capacity of the interview method; unlike questionnaire, that is criticized for having low validity because it only focuses on the general meaning of the phenomenon (Collis and Hussey, 2003). Another way to observe higher validity in this thesis is via the adoption of the case study strategy as explained in previous sections of this chapter; and that is because the case study approach provides an internally valid holistic knowledge that means a knowledge that takes into account the temporal, spatial, and functional interconnectedness of a phenomenon (Verschuren, 2003). However, it is much evident to justify the validity by its types and in this thesis the researcher will focus on the following two types where each is elaborated further in the subsections under:

- Face Validity
- Construct Validity

### 3.5.2.1 Face Validity

Face validity involves the assurance that the tests or the measures used by the researcher do actually represent what they are supposed to represent (Collis and Hussey, 2003). This corresponds to the act of doing the necessary to ensure everything on the surface of the research will measure what the researcher is hoping it yields. Yet, as said earlier that interviews embed higher validity due to the higher controllability factor in the session but the concern is in the questionnaire data collection method. With few amendments in the structure of the questionnaire and the question types, a questionnaire can have a better level of validity than ever. The following attempts provide factual examples of how to enrich validity in a questionnaire by reflecting on this thesis:

- The first step is the catchy introduction that describes the research purpose and the significance of the study along with the notifying points that the prospected responder should consider whilst answering the questions. The researcher had provided a screening sheet for the

questionnaire emphasizing on the above mentioned justification where it proved its usefulness whilst pilot testing

- The researcher had designed the questionnaire statements in a way that creates interest in the responder to attend each statement with an internal passion to attend the next statement. By this way, the researcher is guaranteeing to some extent that the responder is led towards the proper direction for attempting the questionnaire and consequently reaching to higher validity in the responses
- The researcher had placed the statements with the same meaning such as statement 9 and statement 11 where it will assist in assuring that the responders are attempting the questionnaire with logic. In fact, Kappa factor will be utilized in order to measure the similarity in attempting such statements that will also provides an indication of the strength of the validity in the questionnaire statements
- The researcher had placed statements with opposing views: positive and a negative questioning statement in the same questionnaire such as statement 31 and statement 39. This will provide better confidence in the findings and eventually boosts the validity
- The questionnaire will be printed with special colors and special paper that would denote superiority over other usual questionnaires and demonstrates an internal elegance and ego as the responder would feel while answering such a questionnaire; which also will be regarded as being expensively spent on. The researcher had the capacity to spend on such an investment to ensure validity
- The questions will be headed by catchy titles and purposely titled subsections that will raise interest in attempting the questions and the underpinning statements
- The triangulation of the data collection methods will entail higher validity (Scandura and Williams, 2000) and this research had utilized two methods as mentioned in the previous sections of this chapter

### 3.5.2.2 Construct Validity

Construct validity is a very crucial type of validity especially in business researches which concerns on how well the measures employed fit the theories for which the test is designed (Scandura and Williams, 2000). This notifies to the fact that there are indirectly observable phenomena which are known as hypothetical constructs; such as motivation, satisfaction, ambition, anxiety, and the like that affect or explain the main observable phenomena (Collis and Hussey, 2003). Thus, the researcher must be able to demonstrate that his/her observations and research findings can be explained by the hypothetical constructs in order to ensure construct validity. For example, in this thesis, it is easy to claim that humor is positively affecting performance but it is hard to validate unless a serious attempt is given towards the factors that affect or represent performance such as work stress; and upon that, the findings should be explained. Also, it is convenient to anyone to claim that the phenomenon of humor at work is situational in nature but proving that notion via justified constructs is what evident research is named for. Yet, by reflecting on this thesis, the researcher had to consider the inclusion of the statements that represent the hypothetical constructs in the research along with the statements that represent and explain the main phenomenon. For example, the questionnaire has a statement that question's the opinion upon the degree of humor usage in the workplace depending upon the position that the responder is occupying; as a statement that focuses on hypothetical construct. This in fact, affects the main question that asks the responder to his/her superior in the proper level of humor usage at the responder's workplace. Hence, it would be of great benefit in demonstrating that the observations and the research findings shall be explained by the constructs. Another way for enriching the construct validity is via the reliability analysis of the constructs where it is said previously that the dimensions of part three of the questionnaire will be explored using factor analysis and using inter-component reliability analysis provides an indication of the construct validity as it will be elaborated upon in chapter four. Likewise, the multivariate regression analysis for investigating the situational humor state provides enriched insights about the construct validity as it is discussed further in chapter four.

### 3.5.3 Generalisability

Generalisability is in fact, a synonym for the term “External Validity” where many researchers use both terms interchangeably (Lynch, 1999; Scandura and Williams, 2000; Verschuren, 2003). Research generalization is concerned with the attempt of applying research results to cases or situations beyond the studied case (Remenyi *et al.*, 2000). For example, finding new mathematical formulas and applying them in other areas such as architecture. Yet, it can be concluded that generalisability is meant to be functional with strong experimental design (Nicholas and Katz, 1983). Hence, research scholars had, fundamentally, agreed on the critique that business researches do not support generalisability in its results, which makes it useless for any future applications (Yin and Heald, 1975; Gummesson, 2000; Yin, 2003).

As it was discussed in previous subsections of this chapter, that business research results are not entitled to be generalized as the researcher is always dealing with a different case at a time. Thus, it shall be stated that there is no serious need to generalize business research results. On the other hand, there is a possibility to generalize results from a phenomenological business-research by having few cases or even one case study where the analysis should capture the interactions and the characteristics of the studied phenomenon as they are the roots of the study (Collis and Hussey, 2003). Yet, it shall be claimed that the results of this thesis are having a stance of generalisability as it is justified in the following arguments:

- Whenever triangulation of data collection methods is encompassed in a research, the positive effect on external validity is evident (Scandura and Williams, 2000). In this research, the researcher had decided to triangulate the data collection methods as it is discussed previously in this chapter
- On the level of population components, having a wider set of occupations represented in the sample would also improve the external validity. In other words, studies that employ samples from various occupations and/or industrial sectors may be triangulated on settings and resulting in a higher generalisability stance (Scandura and Williams, 2000). Referring to this

research, the researcher had included a triangulated set of occupations as the population components included all Omani public sector employees whom are serving in the three supervisory levels in the Omani ministerial structure; this was elaborated in subsection 3.2.3

- In principle, the results of a case study research strategy are generalizable to theoretical propositions but not to populations or universes as they named: analytical generalization and statistical generalization respectively (Verschuren, 2003; Yin, 2003). Thus, any application of statistical generalization to case study is a misplaced decision (Verschuren, 2003; Yin, 2003). This entails the researcher to rely on logical inference instead of statistical inference (Verschuren, 2003). In this thesis, this latter is valid enough as the study is emphasizing on investigating on logical inference of humor usage upon the level of gained performance. However, the researcher also defended the results by adding a level of statistical inference by testing the association between humor usage and performance by focusing on the performance criteria that are stated by the OCSS

Despite the above argument, the main objective – when it comes to research generalization – should be to assess not to increase external validity (Lynch, 1999), and that is to better understand where the findings do and do not apply. Thus, the researcher proposed the research paradigms that the underpinning insights of this topic could be applied upon in chapter five.

### **3.6 Chapter Three Summary**

In summary, this chapter had elaborated on the methodology of this thesis as it demonstrated the chosen research paradigm and the underlying research approaches and strategies. Moreover, it also hammered on the significance of the sampling strategy and defined the population with the proposed sample and how it is planned to collect the prospected data. Finally, few arguments were raised upon the significance of the credibility of this research attempt and how to attain it. In short,

this chapter is the technical side of the whole research where the researcher had emphasized more on the most important parts and the underpinning matters.

## **CHAPTER 4**

### **FINDINGS AND ANALYSIS**

This chapter will present the results that were attained by implementing the data collection methods and would follow that with critical analysis and discussions pertaining to the research aims, hypothesis, and the theoretical framework. However, the tables, and the figures are exhibited in the respective appendices. Hence, the chapter is divided into two main sections that are: Findings and Data Analysis.

#### **4.1 Findings**

The findings are segmented based on the data collection method. Yet, the results are presented based on the significant parts of each data collection method and few analytical attempts will be emphasized if need be. However, the following subsections do not include details or interpretations of the data since it is mentioned in the third section of this chapter.

##### **4.1.1 Interview Findings**

The sampled in-depth interviews were 30, however, and due to the emergent circumstances, the researcher had managed to conduct 21 interviews. Such circumstances were in the political status that the country was running through since

demonstrations took place during the data collection phase and the potential interviewees were hesitant to participate especially that plethora changes took place in the whole governmental hierarchy. Hence, the researcher had consistently rescheduled few interviews in order to guarantee more interviews. Table 4.1 categorizes the 21 interviewees whom were from the three supervisory levels which in fact, consort to some extent with the sample components that were mentioned in table 3.4.

**Table 4.1 : Sampled and attained interviews**

<b>Supervisory Level</b>	<b>Sampled Interviews</b>	<b>Attained Interviews</b>
Director General	2	1
Director	9	8
Section Head	19	12
<b>Total</b>	30	21

As for the results, the qualitative nature of the data does not lend itself neatly in a structured display of the results and it is impractical to abolish the qualitative findings from its analysis as the two are complementary to each other. Thus, it will be thoroughly presented in the discussion section of the next chapter. However, it is important to note at this stage that the responses towards the nine interview questions varied in terms of length and richness that is depending on the experience each interviewee was revealing during the session. Appendix K displays a summary such enrichment and the used codes. The findings were a blend of arguments and narratives upon the exertion of humor at the Omani public environment. In addition to the fact that nine interviews were conducted in Arabic language and the researcher had faced a challenge in reflecting the Arabic context into the research argument but it was considerably justified since their reflection on the subject matter was much enriched. The results were useful in explaining many aspects of using humor in the Omani public sector.

#### 4.1.2 Questionnaire Findings

The respondents were expected to be as high as the sought sample that is 1470 components, since a system was planned and constructed by the researcher to assure maximum responses to the questionnaire. However, the attained respondents were 296 which represent 20.13% of the total distributed questionnaires even with the commitment of the higher authorities in each Ministry. There are in fact two main reasons for such a response rate. The first was as the one mentioned in the previous subsection that is due to the major public demonstrations that started during the data collection phase which affected the responses in a negative way since major governmental changes took place starting with changing ministers and ended with closing or merging ministries. The second reason though was in the normal negligence of the public personnel in the supervisory levels particularly the section head level which was explained by their superiors for their busy work schedule and designation liabilities. Nonetheless, the attained respondents are viable for deriving researchable results.

The results are displayed in terms of each of the three parts that form the questionnaire and that are in appendix L, appendix M, and appendix N respectively. The reliability test for the questionnaire was made for the 69 statements and the statements that constitute the three parts. The Cronbach's Alpha value for each part is displayed in table 4.2 where it clearly demonstrates high reliability along the statements since each Alpha value is above "0.7" (Pallant, 2005) in each part and the questionnaire as a whole.

**Table 4.2 :** Cronbach's alpha for the questionnaire statements

<b>Statements</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
1 – 22	22	0.886
23 – 40	18	0.783
41 – 69	29	0.965

1 – 69	69	0.955
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As for validity and by recalling from chapter three, the researcher had placed statements in the questionnaire for the responder to provide the answer in a way that one statement would provide the same answer to a previous statement or elaborate it further in another one. However, it is important to note that this analysis does not investigate for direct association or any tendency. In fact, the verification for such symmetrical aspect does support the research validity. Hence, the researcher had decided to use the Cohen's Kappa indicator due to its simplicity in interpretation. The Kappa indicator ranges between "0" and "1" where the first indicates perfectly non-symmetric variables and the latter indicates perfect symmetric variables with due respect to the indication of the accepted threshold of the Kappa indicator which is 0.7 and above. The tables in appendix O display few examples of variables that would support the argument on the validity matter where it is shown that it is lower than the accepted level as indicated above. The reason for such a low level is due to the attained sample size. However, it shall be said that with such indicators reaching 53% provided the attained sample size is considerably acceptable in addition to the other validity aspects that the researcher had mentioned in section 3.5.2.

## 4.2 Analysis

The research analysis should accompany the theoretical framework since it is impractical to disentangle it from each other particularly in a phenomenological study. However, it is easier to comprehend the results and interpret them if the data analysis part is separated since it includes details that are not pertaining to the theoretical framework. Thus, this section will encompass the parts of the research that require data analysis. These analyses include factor analysis for part three statements of the questionnaire, the multivariate regression analysis to test the moderating aspect of situations when humor is exerted at work, and finally the statistical tests for association between humor usage and performance and the

possibility of any correlation. Yet, it is significant at this stage to restate the research purpose, questions, and hypothesis.

#### 4.2.1 Research Purpose and Hypothesis

As mentioned in chapter one, this research has a main purpose of understanding, describing, and explaining the phenomenon of workplace humor for the Omani employees in the supervisory levels by adopting the case study as a research strategy in order to justify empirically the theoretical connotation that humor does affect work performance positively. Thus, as a trivial objective, the study would explore and explain the reasons that hinder Omani public employees in the supervisory levels from exerting humor at their workplaces or sometimes change the style of humor upon the need. Hence, the thematic question that this research is attempting to address is:

- How humor usage is envisioned in the Omani public workplace?

The thematic research question is very general and it has to be addressed with much focused questions. Thus, it will be attended from three aspects that are; the existence of workplace humor, situational humor theory, humor-performance relationship. The research questions that correspond with the previous three aspects are as following that will be also followed with an elaboration on how will go about answering each of them. The first question is as under:

#### 4. Is humor evident at an Omani public workplace?

Addressing the above question will encompass a rigorous research and analysis on the main reasons that does not favor using humor at work. It will drive the researcher to understand the proper aspects to consider in using humor at work. Most importantly, it will study the effect of Omani employees in the supervisory levels and their role in promoting humor usage in the Omani public organizations by a thorough analysis of their perspectives and thoughts on the matter. Nevertheless,

this will entail researching and studying the methods and types of humor used in the Omani public organizations and how it is perceived. Above all, it will be justified by literature on how humor is significant in the workplace and by considering the above connotations. Yet, the hypothesis for this research question is:

- Humor is strongly evident in the Omani public environment

The second question is:

5. Is the humor usage in the Omani public workplace situational?

The answer to the above question will cover a wide range of research on the proper meaning of situation and its underpinning applications where humor could be used. In fact, it will address the two theories of humor usage; the first is the decision of using humor every time and any time, the second though is the favoring of humor usage in justified occasions. This will be supported with real-life instances from the Omani civil service system and the gathered data that touches the argument whilst theoretically justifying it from literature leading towards a statistical investigation for such an affect by using regression analysis. The hypothesis for this research question is:

- The usage of humor at the Omani public workplace is affected by the situation

The third question is:

6. Does humor usage positively affect work performance?

The above question hypothesizes the notion that behaviorist and management scholars had stated that humor does positively affect work performance but it was not yet grounded as a justified theory. Hence, there will be two parts in answering this question where the first involves a thorough research and analysis of the true determinants of work performance where insights on work performance will be adopted from the Omani civil service system. The second part will be build upon the

first part where a thorough analysis of humor usage and its effect will be undertaken. As a matter of fact, the second part would require statistical hypotheses on the relationship between humor usage and each performance determinant, which should be inferentially tested for significance. Yet, this will call for a methodical analysis of the true determinants of work performance and the ones adopted by the civil service law in the Sultanate of Oman which the humor-usage effect will be tested upon. Thus, the researcher had embraced the notion that the Omani performance appraisal system is a feasible and yet reliable for analysis where the research hypothesis shall be the following:

$H_0$ : Amount of Exerted Humor and each of the Performance Determinants are

Independent of one another

$H_a$ : Amount of Exerted Humor and each of the Performance Determinants are  
Associated with one another

#### 4.2.2 Testing the Second Hypothesis

This subsection is attempting the second hypothesis that is mentioned in the previous subsection where situation is tested for its effect upon the relationship between humor usage and each of the performance determinants. However, it is viable to reduce the data structure of the third part of the questionnaire since there are many performance determinants that could be grouped into constructs that explain performance in a more realistic way. Hence, factor analysis is employed as the first step in order to explore for such constructs and then the test of the situation upon the relationship between humor exertion and performance is undertaken by using a multivariate regression analysis. The following subsections will elaborate on each part.

#### 4.2.2.1 Factor Analysis (FA)

It was mentioned in section 3.4 that the principal components analysis (PCA) will be utilized from the factor analysis (FA) upon part three of the questionnaire in order to explore for any dimension of performance. The PCA is often used in early stages of research to explore the interrelationships among the sets of the variables or in other words, it empirically summarizes the data sets (Pallant, 2005). However, there are conditions that should be fulfilled in order to qualify the analysis to be undertaken where the initial and the final results are presented in appendix P. The following conditions are pertaining to this research:

- **Sample size:** The ideal sample size should be 300 but other researchers were more lenient in accepting above 50% of that. Yet, the attained sample size for this research was 296 which fulfills the first condition
- **Correlation:** The correlation among the variables should be at least 0.3 or greater. For this research though, the excerpt from the correlation matrix in appendix P demonstrated a clear evidence for fulfilling this condition
- **Bartlett test:** The Bartlett's test of sphericity should be statistically significant at  $p < 0.05$  where from the SPSS output in appendix P it is clearly shown that the test is significant having  $p = 0.000$  which fulfills the condition
- **KMO:** The Kaiser-Meyer-Olkin measure of sampling adequacy should be 0.6 or above. Yet, the KMO value for this research is 0.962 denoting the fulfillment of the condition
- **Linearity:** The linearity condition of FA is based on the concept of correlation and thus it is assumed to be fulfilled particularly when there is adequate sample size and higher correlation among the variables (Pallant, 2005)

After fulfilling the pervious conditions, the initial analysis was undertaken by checking for the number of components that explain most of the variance where it was found as from appendix P that there are three components having eigenvalues more than 1 with a total explained variance of 61.928%. However, Kaiser's criterion

was criticized for creating too many components that are extracted and yet it is advisable to look at the screen plot of the components to point the corrected number of components to be extracted (Pallant, 2005). The screen plot in appendix P shows that there are two components (factors) in the data set to be extracted where the change in the shape of the curve starts after the second component. Following that would be the factor rotation where the researcher had implemented the Oblimin rotation with Kaiser Normalization due to the following reasons:

- The Varimax rotation yielded scattered loadings between the two factors after the rotation has been implemented where it was cumbersome to rest them appropriately on each factor group
- If the component correlation matrix for the Oblimin rotation shows a correlation aspect between the factors with more than 0.3 then it would indicate the appropriateness of the Oblimin rotation (Pallant, 2005). As for this research the component correlation matrix in appendix P shows a correlation aspect of 0.665 between the two factors which denotes that it is more appropriate to implement than the Varimax rotation

After implementing the Oblimin rotation, the loadings on each factor were clearly structured except for three loadings that were loaded on each. However, it is accepted since the loadings are at the last of each factor set and yet the statement will be included in the factor that has the highest loading. Hence, by reviewing the statements on each factor, it is ideal to name them as in the following:

- Work (Job)-related construct – 16 statements: 60, 56, 57, 54, 59, 66, 68, 51, 64, 67, 65, 55, 43, 61, 53, 50
- Human-related construct – 12 statements: 52, 41, 49, 45, 62, 63, 46, 48, 47, 44, 58, 42

The previous result will be used in interpreting the effect of humor on each construct given the performance dimension that is set in the literature but in order to check for the validity of the analysis and overall reliability, a reliability analysis is conducted for the construct if each item (statement) is deleted. Appendix Q encompasses the extracted tables from SPSS for the specified analysis where it is clearly shown that the Cronbach's Alpha value was above the accepted threshold

(0.7) even if each item is deleted from the construct. This in fact, signifies higher reliability and better construct validity in the analysis.

#### 4.2.2.2 Multivariate Regression

As mentioned in section 3.4 that a multivariate regression analysis shall be employed in order to test for the effect of situation upon the relationship between humor exertion and performance. The concept is to test for the effect of each situation that is mentioned in part two of the questionnaire, namely the seven mentioned in table 4.3.

**Table 4.3 :** Situations/occasions at work that entail a possibility of humor usage

Statement	Situation/Occasion
24	Using and accepting humor because of the boss him/herself
25	Using humor in hope for some materialistic return
26	Using humor when meeting at early morning
27	Using humor whilst working
28	Using humor in all work hours
34	Using humor to get along with a person or know him/her more
35	Using humor in tea/coffee breaks

The above situations/occasions will be included into the regression model in one block since SPSS does not make a difference in including the moderating variables into one cluster or not (Pallant, 2005) where the output will yield the same results. Also, testing for individual situations on each relationship between humor

usage and each performance determinants entails ample number of test that require changing the entrance of each situation at a time to check for its significance and tie it to reach to the best model. The latter in fact, requires a detailed structure of hierarchical multivariate regression modeling which is beyond the scope of this research since many of the underlying assumptions and conditions should be fulfilled in order to run such analysis and also the researcher is bound by time and expenses for this study. Hence, the proposed regression modeling gives an indication of such significant situations that attempts the research question and would be utilized for further research attempts.

The prerequisite conditions and assumptions for the analysis has been fulfilled, particularly sample size, multicollinearity (Correlations above 0.3, High Tolerance and VIF is less than 10), and singularity. As for outliers, the SPSS output showed through casewise diagnostics one or two outliers at most in some regression models but such outliers does not have significant effect on the results since they are minimal in quantity and it could be tolerated (Pallant, 2005). In addition to the Cook's Distance value which was found that none of the cases that were suspected to be outliers had a value more than 1 which denotes for its less significant effect on the analysis and the results (Pallant, 2005).

After the previous step, the multivariate regression analysis is conducted and the most important SPSS output for each multivariate regression is exhibited in appendix R. Each output for each regression analysis includes the model summary, the ANOVA table, the coefficients table, and the standardized residual plots. Hence, by reviewing the SPSS output, the only models that were found to be significant were the ones that had the "F Sig." value less than 0.05 for the second model in each table of the model summary, and the model fit was based on the ANOVA significance of the model "b" in each of the ANOVA table being less than 0.05 (Pallant, 2005). From the significant models, the significant situations/occasions shall be explored for their significance too. Hence, the coefficients table for each significant model would provide the significance aspect of each moderator that is the situations/occasions for which it is only significant when the "Sig." value is less than

0.05 (Pallant, 2005). Table 4.4 summarizes the significant models and the corresponding significant situations.

**Table 4.4 :** Significant models with the corresponding situations/occasions

<b>Statement</b>	<b>Model Significance (F Sig.)</b>	<b>Model Fit (ANOVA Sig. "b")</b>	<b>R<sup>2</sup></b>	<b>R<sup>2</sup> Change</b>	<b>Significant Situations (Moderator)</b>
42	0.010	0.000	0.143	0.020	34, 35
43	0.043	0.000	0.133	0.013	35
46	0.021	0.000	0.211	0.015	24, 27, 34, 35
54	0.021	0.000	0.123	0.016	27
56	0.024	0.000	0.118	0.016	25, 35
59	0.001	0.000	0.158	0.032	24, 27
60	0.001	0.000	0.173	0.034	24, 26, 34
61	0.040	0.000	0.184	0.012	24, 27, 34
64	0.023	0.000	0.130	0.016	35
65	0.004	0.000	0.152	0.025	24, 34
68	0.028	0.000	0.154	0.014	34

By considering the factor analysis that was employed in subsection 4.2.2.1, it is clear from table 4.4 that there only two determines (Statements 42 and 46) from the human-related construct are significant with situations whereas the remaining nine determinants are from the work-related construct. Also, it is apparent from table 4.4 that using humor in all work hours (statement 28) is not a significant situation in any of the regression models which supports the notion that it is not feasible to joke

all time. On the contrary though, the other situations are found significant where using humor to get along with a person (statement 34) was the highest in frequency being significant in the human and work-related statements. The second in row is using humor whilst working (statement 27) whereas the third are statements 24 and 35 denoting the humor usage because he/she is the boss and using humor during tea/coffee breaks. Further elaboration on the implications of such results is discussed in chapter five.

#### 4.2.3 Testing the Third Hypothesis

This subsection is attempting the third hypothesis that is mentioned in the previous subsection which tests for the association between the amount of the exerted humor and the performance determinants that are set by the Omani civil service law in addition to the other determinants that were derived from the literature. Yet, it is divided into two steps where the first step is to test the effect of the amount of humor upon each of the performance determinants. The second step though, is to test for correlation between the mentioned variables upon the significant tests from the first step. In other words, the tests that prove the association between the two variables will be tested for correlation. Recalling from chapter three that the data nature from the questionnaire is categorical; this means that the required analysis will be nonparametric in nature. In fact, the researcher had decided to use a chi-square test for independence in the first step and to use Spearman rank order correlation coefficient in the second step. The researcher had deliberately made the two steps because the first step tests for possible association between the variables but it does not provide details on the strength of the association if any. Thus, the second step was required to calculate the strength of the association between the associated variables. The following subsections elaborate further on the two steps.

#### 4.2.3.1 Association

It was mentioned in chapter three that the test for the effect of humor on performance will be conducted by a 4 by 2 table. The 2 denotes to the action of assimilating the responses on each end and by including the "neutral" choice with the disagreement. The main reason for correcting the variables from the 5 likert scale into 1 and 2 is that the chi-square test is viable when the variables are nominal (Collis and Hussey, 2003) and yet it was acceptable to correct the data by substituting the "Strongly Agree" and "Agree" choices with the number "1" and by substituting the "Strongly Disagree" and "Disagree" choices with the number "2" (Bryman and Bell, 2007). The choice in the middle that is called "Neutral" is a debatable response since it does not lend itself into an easy side of the two extremes where it might entail excluding it from the analysis or including it with the condition of utilizing another statistical test than chi-square as it was done previously in the regression analysis. Yet, the researcher had decided to include the responses of this choice into the disagreement side due to the aspect of the choices being only two and the responder who is indefinite about the statement would mean that he/she is not sure about the statement which entails that he/she slightly agrees and slightly does not agree or simply neutral. However, as said in chapter two that the topic of humor usage is an attitude in the Omani public workplace that is assumed to be part of the Omani culture, which means that the responder shall decide on either the usage of humor is evident or not at the workplace and hence not agreeing simply means otherwise that is disagreement even if it is a very slight fraction of it. As for the number "4" in the 4 by 2 table, it denotes to the four clusters that indicate the amount of time spent by the superior in exerting humor at the workplace.

Presumably, the chi-square test should yield the results without violating the test assumptions but the SPSS output demonstrated that the expected frequency counts for the 4 by 2 tables were more than 5 in each test which clearly violates a major assumption of the chi-square test (Pallant, 2005). The researcher had decided to re-correct the data by merging the fourth level of statement 40 with the third level since the responders are very low in accordance with the other three levels which clearly affected the test. Thus, the test table became a 3 by 2 table and after running

the tests, the SPSS output did not indicate the previous violation as it is portrayed in appendix S where it is accepted though, that there should not be any cell that has less expected count than 5 and others prefer less stringent criteria as they accept the test with at least 80% of the cells having expected frequencies of 5 or more (Pallant, 2005). Table 4.5 summarizes the test statistics along with the test result for each test where the SPSS output is presented in appendix S respectively.

**Table 4.5 :** Test of association for statements 41-68 with statement 40

<b>Statement</b>	<b>Obtained Chi-square (<math>\chi^2</math>)</b>	<b>P Value</b>	<b>Test Result (Independent of/Associated with) statement 40</b>
41	5.243	0.073	Independent
42	13.842	0.001	Associated
43	5.648	0.059	Independent
44	3.013	0.222	Independent
45	1.552	0.460	Independent
46	8.890	0.012	Associated
47	1.284	0.526	Independent
48	2.535	0.282	Independent
49	2.217	0.330	Independent
50	12.850	0.002	Associated
51	6.101	0.047	Associated
52	4.655	0.098	Independent
53	7.692	0.021	Associated

54	16.076	0.000	Associated
55	5.096	0.078	Independent
56	9.972	0.007	Associated
57	10.597	0.005	Associated
58	3.181	0.204	Independent
59	14.120	0.001	Associated
60	10.348	0.006	Associated
61	11.324	0.003	Associated
62	3.183	0.204	Independent
63	4.264	0.119	Independent
64	7.745	0.021	Associated
65	7.614	0.022	Associated
66	2.225	0.329	Independent
67	1.966	0.374	Independent
68	10.428	0.005	Associated

Table 4.5 provides the results of the tests of independence but it is evident to explain the test criterion and method. In fact, the null hypothesis ( $H_0$  – the two variables are independent) is rejected when the obtained chi-square value is higher than the critical value of chi-square that is obtained from the tables. Provided the insignificance level (Alpha value " $\alpha$ ") of 5% for a two tailed test, the critical chi-square value under 2 degrees of freedom ( $df$ ) is 5.99 (Collis and Hussey, 2003). Another indicator is by comparing the sought  $p$  value with the  $\alpha$  value where the null

hypothesis shall be rejected if the  $p$  value is less than the  $\alpha$  value (0.05). Hence, it was found that the following statements were associated with the amount of time spent by the superior being humorous with his/her subordinates whereas the remaining tests proved the independence state:

- 42: Reducing absenteeism
- 46: Raising work motivation
- 50: Strengthening the ability to assess the performance of the subordinate
- 51: Raising the employee willingness for developing job knowledge
- 53: Raising the capability of initiating developed work procedures
- 54: Raising the ability of the subordinates to plan
- 56: Strengthening the capability of preparing official correspondences
- 57: Raising the level of the employee responsibility handling
- 59: Raising the level of job effectiveness among the employees
- 60: Raising the level of employee knowledge about work procedures
- 61: Raising the level of employee productivity
- 64: Strengthening the ability to organize work tasks among the subordinates
- 65: Strengthening the employee ability to perform their duties without direct observation
- 68: Raising employee commitment towards duty hours

#### 4.2.3.2 Correlation

The analysis in step one provided a justification for the association between the variables but it does not describe the strength of that association that is noted as correlation. Yet, the researcher decided to investigate upon the degree of the correlation between the variables for further comprehension of the situation of the attained association. Thus, Spearman rank order correlation coefficient ( $\rho$ ) would give an indication of the strength of the relationship between the variables and other related indicators pertaining to the correlation aspect. The original data structure was used since the correlation coefficient will be much evident given that the Spearman

rank order correlation coefficient works well with ordinal data structures. Hence, a table of 4 by 5 will be used for analysis where the number "4" denotes to the original levels of using humor by the superior with his/her subordinates and the number "5" denotes to the original likert scale of the respondents towards the civil service performance determinants that were found to be associated with the amount of humor used at the work environment which were found in the previous subsection.

By running the SPSS on the associated variables, the Spearman rank order correlation coefficient ( $\rho$ ) is displayed in table 4.6 that is extracted from the SPSS output which is exhibited in appendix T. The table also provides further details such as the direction of the relationship being positive or negative and the coefficient of determination which denotes to the amount of variance that the two variables are sharing being correlated.

**Table 4.6 :** Correlation coefficient for the associated statements with statement 40

<b>Statement</b>	<b>Strength of Relationship (<math>\rho</math>)</b>	<b>P Value</b>	<b>Direction of Relationship (Pos/Neg)</b>	<b>Coefficient of Determination (<math>\rho^2</math>)%</b>
42	0.196	0.001	Positive	3.84
46	0.178	0.002	Positive	3.17
50	0.146	0.012	Positive	2.13
51	0.128	0.028	Positive	1.64
53	0.150	0.010	Positive	2.25
54	0.196	0.001	Positive	3.84
56	0.186	0.001	Positive	3.46
57	0.170	0.003	Positive	2.89

59	0.240	0.000	Positive	5.76
60	0.223	0.000	Positive	4.97
61	0.189	0.001	Positive	3.57
64	0.167	0.004	Positive	2.79
65	0.203	0.000	Positive	4.12
68	0.195	0.001	Positive	3.8

If the normal scale of rho (Collis and Hussey, 2003) has been implemented on the results in table 4.32, it is clearly evident that all correlation coefficients are under 0.29 which brings to the conclusion that the correlation is weak between the 14 variables and statement 40 even though they are associated. The highest correlation among the 14 statements was found with statement 59 followed by statement 60 which is also reflected upon the coefficient of determination. In terms of the direction of the relationship, it is clearly mentioned that it is a positive relationship between each of the 14 statements and statement 40.

### 4.3 Chapter Four Summary

This chapter had provided a detailed argument and elaborations upon the analysis and the results with respect to each of the three research questions namely regression analysis for testing the situation as a moderator between the exerted humor and each of the performance determinants after employing factor analysis, and testing for the association between humor exertion and each of the performance determinants using the chi-square test and following that with a method to measure the strength of the attained associations by utilizing the spearman rank order correlation coefficient method. The interpretations and the discussion of the findings and the analysis are presented in chapter five.

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

This is the concluding chapter where the findings and the analyses of the data from the previous chapter are discussed in detail by referring its implications and applications upon the proper literature. Followed to that are the main research conclusions where they are presented along with the recommendations and the future research insights. The conclusions are driven from the research hypothesis and the underpinning research analysis and discussion which were outlaid in the beginning of the chapter. However, the first to be presented in this regard is a brief overview of the thesis.

#### **5.1 Discussion**

This section is divided into three subsections where each one will elaborate intensively upon the arguments pertaining to each of the research hypotheses. The discussion on each hypothesis will follow the structure of the questionnaire that is exhibited in appendix I and with insights from the conducted interviews where the codes are used from appendix K. This is with due respect to the matter that the researcher had decided to use the phrase "Omani Public Managers" to denote to the Omani civil service employees in the three supervisory levels which will simplify the presentation of the results. It is apparent that supporting literature will be used upon relevance on each aspect of the research and the analysis.

### 5.1.1 Hypothesis One

The first statement of the questionnaire is intended to build a rapport with the responder where more than 77% agreed that they are always humorous with their families which consorts with the literal fact that no one really claims that he/she would not be humorous with their beloved ones (Watson, 2006). In fact, seventeen (17) interviewees had stated that it is mandatory to be humorous with the family members due to the Islamic teachings. That figure slightly declines to about 74% when it comes to being always humorous with friends since the friendship zone takes more concern before building friendship with someone (Yip and Martin, 2006) but for Omani public managers it is still a good way of building relationships as the figure denotes. By the same token, twenty (20) interviewees had stated that humor is a very useful tool in creating good friendships in the work environment especially that Omanis are known for being humorous. However, that is not always the case as Omani public managers seem to be conservative when it comes to being always humorous with their subordinates since 50% of them had agreed upon that, which means that sometimes they are not humorous with their subordinates or at least they are not sure of that. DG1 had provided a sound reasoning for the difference between what the interviewees had stated and what the questionnaire results assured and that is in knowing the difference between using humor and the intention of being humorous with others. He explains that it is always the intention of a human being to become friendly with others and he/she would also like others to treat him/her in a friendly way but that intention is expressed in different ways of humor as the situation might entail. He provided a live instance of himself when he was newly appointed having an intention to become friendly with his five subordinates (directors) but he found that four of them were easily approachable and the fourth (in sequence) was very stubborn in accepting others where he (the fourth director) was always serious and he demanded the director general to treat him in that way, and they eventually became friends without using humor but serious friends as the director general said. This in fact, supports what Barsoux (1993) had emphasized on this matter when he discussed the third (values) purpose of using humor at organizations. The last fact was also justified when almost 50% of the Omani public managers had assured that they are humorous by nature with their subordinates. The latter two figures assured that the Omani public managers do not differentiate

between the meaning of a firm usage of humor and the usage of humor by nature, which also falls in with what was stated by Hornblow (2003) and Cooper (2005).

On the contrary, 97% of the Omani public managers affirmed that they celebrate with their subordinates when a subordinate receives good news. This result supports what Ford *et al.* (2003) had stated that sharing the good moments with the subordinate is a good way for spreading humor at work. This also justifies statement number 3 and 4 of the questionnaire as occasional humor may be favored by Omani public managers and it consorts with what was stated by DG1. The response on statements 3 and 4 also clearly signifies the conservativeness of the responder even though they were statements that reflected which is happened to be the manager's normal practice. The results on statements 2, 3, 4, and 6 of the questionnaire clearly demonstrates that Omani public managers are highly affiliative among themselves but the response on statement 5 opposes that as only 31% do believe that Omanis are humorous by nature. This could be explained from the structure of the questionnaire as the responder shall reflect on his/her pattern of using humor but he/she cannot judge on the entire society. D3 had commented that: "They (Omanis) are humorous by nature but they are hesitant to expose it due to their personal or social reasons". She further says: "They (Omanis) become humorous with their close ones but not in public. As for their nature, every person embeds a childish soul. Some of them unleash it but some keep it quiet".

Statements 7 and 8 of the questionnaire addresses the main query in this study where around 76% of the Omani public managers claimed that humor is a day-to-day activity in their departments which consorts with what was accentuated by Watson (2006). The same percentage was found from the interviews as sixteen (16) interviewees had affirmed that they believed in using humor at their workplaces. However, lesser Omani public managers formed in about 54% believed that humor is a day-to-day activity in the Omani public sector in general. This conclusion is normal since a manager shall not judge upon other departments in the Omani public sector as it is not clear to him/her if humor is really evident there or not. This is clearly viewed in the sixth figure in appendix N as around 100 Omani public managers are not sure about the Omani public sector as a whole. This in fact,

consorts with the justification that was made previously for statement 5, yet, 54% is considerably acceptable as a result particularly knowing that it consorts with the religious teachings on being smiley and positive. The response on statement 7 indicates that humor is exerted by the specified percentage of Omani public managers in their work milieus but it does not provide details on the amount of the exerted humor or the possible occasions for the same. In fact, the results on statements 7 and 8 justified what Aufrecht (2001) and Holmes and Marra (2002) had stated that humor exists in the public sector organizations but it is sensed in the unofficial realm of administration. Yet, the results also explained the "unofficial realm" in the importance for focusing on humor usage by the public sector manager as Yarwood (1995) had notified.

The responses on statements 9 up to 12 explains the results on statements 7 and 8 where about 79% of the Omani public managers believed that they have to have fun with their subordinates which entails that they should allow their subordinates to be humorous with them. The latter was justified by 73% of the responses. According to Barsoux (1996) though, it is humor that allows managers to be more approachable by the subordinates and yet the attained result gives a hint on the subject matter. However, Duncan (1982) and Collinson (2002) had narrated that allowing the subordinate to be humorous with the management differs in logic since managers do not really allow such activities with them as they claim that it jeopardizes their reputation and their organizational image. The result on statement 10 opposed them since that nearly 76% of the Omani public managers agreed that such humor does not reduce the respect from their subordinates towards them. However, the Omani public managers stressed on not taking humor further to the level of laughing about them on their faces as about 75% demonstrated their disagreement upon that where it is a trivial opinion as no one likes others to have them as the joking subject in front of others (Ford and Ferguson, 2004). In fact, all interviewees (21) had also expressed their disagreement towards being laughed upon by their subordinates as they affirmed that it demonstrates disrespect and a clear violation to the role of conduct and work ethics. The latter result also explains the response on statement 20 as 74% of the managers disagreed to joke about their superiors in front of their subordinates which resembles an inferior role model. This

in fact, was supported by Duncan and Feisal (1989) and Barsoux (1996) where they stated that managers do not favor humor in their work environment because it can easily lead to having them being the butt of the silly jokes at the workplace.

Nevertheless, there are two concerns regarding the previous results. The first would be in the result on statements 10 and 11 since it does not go along with the previous responses on statements 3 and 4. This could be explained from a technical and a logical perspective. The first explanation is due to the structure of the questionnaire as the researcher had sequenced the statements in a way to develop a passion in attempting each statement after another; hence, the responses will become more positive and real along the statements. In fact, this was sensed from the response on statement 17 as 61% of the Omani public managers believed that managers in general should embrace humor in their management style. The logical explanation in turn, is in the difference between the belief and the practice as elaborated in the beginning of this subsection where an Omani public manager might believe that he/she should have fun with his/her subordinate but in practice it differs based on the situation that could encompass different aspects. The second concern is regarding the result on statement 10 since it does not consort with the above presented opposing argument. The ideal reasoning is in the normal difference between what the Omani public manager believes and what he/she does in practice. In fact, what should be concluded is that Omani public managers believe that humor does not lessen the subordinates' respect towards them provided that they (Omani public managers) define their own zone of humor and determine how their humor should be perceived by the subordinates.

The response on statement 13 determines the degree of using the self enhancing humor style as an effective method to counter work stress. In fact, more than half of the Omani public managers agreed that they make themselves laugh on anything when they feel stressed at work. According to Martin *et al* (2003), this is tied with the person being positive and his/her ability to develop a strong self-esteem. In fact, the response on statement 22 supports the previous result since about 85% of the Omani public managers claimed that they are positive in their lives. The magnitude between the two results could be explained according to what Romero

and Cruthirds (2006) had narrated and that is by the fact that every human being likes to claim good attitudes and positive source of conduct about themselves. However, reality imposes different factors that would make it cumbersome for few managers to determine a way of defeating such negative feelings due to the job obligations (Romero and Cruthirds, 2006). The response on statement 13 also provides a hint on the cultural richness of Omani public managers in countering work stress by fostering self-humor where it is clear that many of them do not know how to make themselves laugh even though they claim that they are positive in their lives. DG1 said: "Omanis are not trained much on self motivation and developing positive work spirit because they do not know how it really works; it comes out from them naturally since an employee likes to chill out after a dozen of work tasks that resulted in anxiety and stress". A live example was sensed from D7, D2, and D1 whom emphasized that they cannot see themselves in a position of making themselves laugh without a stimuli especially when they are stressed, and hence they count on other employees or peer superiors within their premises who are known for being a hoot in their work environment to make them laugh and reduce their inner tensions.

The previous results entail a meaning that humorous topics shall be anything that stimulates laughter except that few concerns were raised on special topics. In fact, 82% of the Omani public managers had disagreed upon their usage of ethnic humor with their subordinates. Furthermore, 87% of the Omani public managers had disagreed upon the acceptance of their subordinates towards using embarrassing humor at work which denotes to sexual topics. These results consort with the nature of human beings in not favoring abused humor (Romero and Cruthirds, 2006). As a matter of fact, about 80% of the interviewees had disagreed on using racial and sexual humor stating that it represents a true disobedience towards the Islamic teachings for not degrading other human beings. However, about 45% of them (interviewees) agreed that racial and ethnic humor among Omanis is accepted and they reasoned that to the fact that the Omani culture still embodies the generations that faced the days of racism and discrimination as it is hard for modern civilization to wipe it easily (Al Ismaili, 2004). D7 said: "Racism is still present in the Omani man, it is in his blood". On the other hand, there is no enough evidence on the other gender's opinion on this matter since this research did not focus on the females that

occupy the three supervisory positions; even with the provided input from D3 as she also agreed that they share the same thought with men of using racial humor because they were raised by their families in embracing those thoughts. This was also concluded by Ryan and Kanjorski (1998) as they emphasized that females enjoy as males the aggressive and sexual humor exerted among them.

In the early days though, Leap and Smeltzer (1984) had narrated that while some perceived such humor being offensive, harassing, and inappropriate, others considered it a normal form of hazing and harmless activity at work. They further argued that the exertion of such humor in the workplace does not violate the American laws and regulations for fair employment unless the work environment is polluted with such humor and the management are the main source of it. This could be the case in Oman as S11 had affirmed by saying: "Sexual and ethnic humor is accepted in the Omani work environment given that the person you are exposing your humor towards is known to you and you have studied his personality before opening yourself to him". He further explains that by saying: "There are very rare lawsuits raised in the court of administrative cases regarding such subjects at the civil service sector because this is understood as a normal practice if it is not too much or the environment is spoiled by such humor; the more of anything makes it bad as the axiom says". By the same token, DG1 had mentioned that having racial humor at work is sometimes beneficial since it provides a channel for discussing such a subject among work groups and individuals who perceived it as a gray area. This opinion was supported by what was concluded by Foxworth (2008) as she found that using racial humor at work offered a great opportunity to discuss racial issues further which resulted in altering the employees' held belief about a certain race or group. The only concern at this argument would be the opposing result on statement 14 and 16 since it does not support what the interviewed Omani public managers said and other writers had notated. This could be understood from what Decker (1991) and Duncan *et al* (1990) had explained where they said that managers will always respond negatively to a query on using racial or sexual humor at work but in reality they will limit the usage within their personal relationships among their employees and sometimes intensively. Hence, Omani public managers responded negatively to

the statements because they believed in its negative effects but in reality they do use it within their known ones at work.

As for the media of humor transfer at work, the results indicated that about 66% of the Omani public managers enjoy joking with their subordinates on the office phone. More than that was attained as about 71% of the Omani public managers agreed that they accept humorous emails from their subordinates. These facts justify the previous findings on statements 9, 10, and 11 as it elaborates on the possible methods of exerting humor at the Omani public sector environment. The latter result disagreed with what was narrated by Ford *et al.*, (2003). However, only 18.5% of the Omani public managers agreed that mobile Short Message System (SMS) is a key method in spreading humor among subordinates during work hours. This finding though, does not neglect the significance of the mobile SMS as one the methods to spread humor but it determines its significance level among the other methods. The interviewees in fact, did not mention an instance of humor usage via any specific media as they were assuming humor to be the one exerted in face-to-face form except for S3 where he pointed on using the office intercom for gossiping and joking with his peer head of another section and that is in their daily coffee break. The only note to be considered is that, and according to Duncan *et al.*, (1990) and Ford *et al.*, (2003), there are other media whereby humor could be transferred through but the proposed ones are different situations or occasions rather than literal media where the Omani public managers responded positively to statement 6 entailing that they do understand the difference between the media and a situation. Hence, the results demonstrated the significance and the facilitation of communication technologies in transferring humor in the workplace where the results indicated that Omani public managers favored spreading humor at work via electronic mails (email) over phonic conversations, and the least favored was by the mobile short message system (SMS).

The first part of the questionnaire focused on what the responders believed about his/her usage of humor at work and focused on the exerted humor from the subordinates towards the responder. Yet, from a managerial perspective, it was found that 61% of the Omani public managers agreed that they believe managers in

general should be humorous in their management styles or simply said to adopt humor in their management style. This statement justified to some extent the belief of the Omani public managers on the true generators of humor at the workplace which supports the connotations that were provided by Malone (1980), Duncan *et al.*, (1990), and Collinson (2002). As a matter of fact, 67% of the Omani public managers believed that humor is a vital trait for a successful manager. This finding supported what was notified by Duncan (1982), Shearer *et al.*, (1998), and Newstrom (2002) on the subject matter. This was also justified by the interviewees as almost all of them had agreed and fully supported that they do advise other director generals, directors, and section heads in the Omani public sector agencies, to adopt humor in their work milieus due to its benefits on employees, managers, and the work sector as a whole. However D2, D8, S7, and S11 had emphasized on considering the conditions that should be present before indulging humor in the manager's style where it will be discussed further in the second hypothesis. Above all, the argument certainly gave an indication about Omani public managers as being aware of the advantages and the disadvantages of workplace humor. The only concern at this part would be in the difference between the results on statement 17 and 11 since it was assumed that it should not be significantly deviated from each other. This was explained by D4 as he argued about the difference between having fun at work and being humorous at work where he elaborates that the first one (fun at work) includes humor and other activities that brake the routine at work but humor – according to the interviewee – should be understood as the literal use of humor. This note is viable in the two results as the Omani public managers might considered the meaning of fun other than the literal meaning of humor which resulted in the signified difference.

By considering the previous arguments, it is apparent that humor is very much evident in the Omani public environment entailing its uniqueness as an environment that promotes humor at work but it cannot be judged in terms of a degree or a level. An addition to the fact that there are other aspects about humor exertion at the Omani public environment discussed in the other two hypothesis that demonstrates the uniqueness of the Omani public environment in promoting humor at work.

### 5.1.2 Hypothesis Two

All statements in this part except for statement 27, 28, 32, and 39 evaluate the use and effect of situational humor where the mentioned four statements emphasize directly on all-time humor at work. In fact, statement 23 provides an introductory explanation for the situational humor as 59% of the Omani public managers were judged for using humor based on the designation or the title he/she is occupying. Occupation in this matter is viewed as a situation where it determines the degree of humor usage at work and that's why more than 41% of the responders had agreed that subordinates accepted humor from their superiors just because he/she is their boss. This was emphasized by Barsoux (1993) where he stated that managerial humor differs based on the level of the manager being from the top or middle or else. However, the results indicated that Omani public managers, and by assuming the negligence of the designation due to the mentioned reasons in chapter three, are supporting Barsoux (1993) in his argument especially in the issue of spreading humor in the workplace but the results does not give a strong stance for accepting humor by the subordinates because of their bosses. In other words, there is a difference between spreading humor because of being the boss, which is viewed as a trivial conclusion in any workplace (Barsoux, 1993), and accepting humor because of the boss. From table 4.4, it was evident that the situation of being the boss was significant in the relationship between humor usage and performance where it was found that it would affect positively upon motivation, raised job effectiveness, the knowhow of work procedures, raised productivity, and the performance of work duties without director control which supports the common sense of accepting humor due to being the superior the boss (Barsoux, 1993; Ford *et al.*, 2003). These results consort with what was stated by Duncan *et al.*, (1990) and Newstrom (2002) that humor is situational. In fact, D4, D7, S2, S7, and S11 had agreed that the exertion of humor in the workplace depends heavily on the position of the superior as director generals are perceived for not spreading much humor as directors or section heads do. S2, S7, and S11 claimed that humor is experienced more in their custody than their superiors. D8 had stressed that Omani public managers are known for being humorous regardless of their occupation since it comes out naturally from them. He claimed that there is no much difference between a section head or a director or a director general or an undersecretary as long as they had worked together and usually

the positions were filled by colleagues who know each other and yet the exerted humor from a section head will not be lessened when he/she becomes a director as he/she will be a director on his fellow colleagues and it will not make a difference in this case. Collinson (2002) had agreed on this matter and he argued what Barsoux (1993) stated but he further elaborates on the matter of accepting humor by subordinates because of their superiors where he emphasized that the subordinates would accept their superiors' humor depending on the intention the humor was exerted for. This in fact, was justified from the responses on statement 25 as the situation was explained in the form of the intention where 92% of the Omani public managers disagreed for their superiors from using humor at work in anticipation for a materialistic return. This was evident from table 4.4 where it was found that the hope for some materialistic return was not statistically a significant situation except for the effect of humor usage upon strengthening the capability of preparing official correspondences as it is very much evident since finishing the work task (the official correspondences) is a clear materialistic return. A discussion on the intentions of using humor at work is presented in a later stage of this subsection. Above all, it shall be said that the spreading of humor by superiors is tied with their intention in doing so whereas accepting humor by the subordinates is tied with the suitable condition when exerting the humor towards them where it was found to be statistically significant.

The previous results justify the significance of situation when using humor at work where it was found from the responses to statement 29 that 63.5% of the Omani public managers had agreed that using humor in the wrong time at work yields misunderstanding by the subordinates. This calls for investigating upon the time where humor could be envisioned at work in terms of possible situations or occasions. In fact, the responses on statements 26, 30, 31, 35, and in addition to statements 27, provided insights on the matter where 50% of the Omani public managers had agreed that their superiors joke with their subordinates once they meet up in the morning. This percentage noticeably increases up to about 67% when it comes to them being humorous with subordinates in the tea and coffee breaks. The previous two responses shall be explained with the fact that it is not a normal practice for the superior to meet every subordinate in the morning and in light of the results,

the Omani public managers do not meet up with their superiors every morning especially due to their nature being managers in the same place. In other words, a section head, a director, or a director general does not meet up every morning because of their work status being superiors. As for the response on statement 35, it shall be said that tea and coffee breaks are noticed at work which mimics the usual gatherings with families and friends, yet it is trivial to have a higher response rate. This consort with the results in table 4.4 where it was found that exerting humor when meeting at early morning is statistically less significant than spreading humor during tea/coffee breaks. It was found that spreading humor in early morning was only significant as a situation when humor is exerted to increase the knowledge of the subordinate about work procedures which resembles a true fact in work environment where usually managers use early work hours to direct and guide their subordinates to do their daily tasks (Schermerhorn et al., 1997; Watson, 2006). Whereas spreading humor during tea/coffee breaks was a significant situation in reducing absenteeism because of the raised motivation. It was also found to be a significant situation in reducing work errors due to the pleasant atmosphere that humor creates as noted by D3 and DG1 which also assists in developing the official correspondences and raises the ability to organize work among the subordinates. However, statement 31 provides a contradicting fact where 52% of the Omani public managers agreed that their superiors believe that workplace humor should be evident at leisure times. The reason for the lower response is that statement 35 was enquiring about the usage of humor in a specific time whereas statement 31 is enquiring about a belief. In other words, statement 35 is reflecting an activity that takes place at a work milieu and statement 31 is reflecting an opinion that could not be always true particularly that the responder is judging on what his/her superior is believing. However, the Omani public managers contradicted that tendency in statement 30 where more than half of the managers affirmed that humor works also well when the subordinates are under work stress. A discussion on statement 27 is provided later in this subsection but it shall be concluded yet that workplace humor is situational to some extent as discussed previously.

Statements 33, 34, 36, 37, and 38 provide evidences on different applications of situational humor at work where only 31% of the Omani public managers agreed

that workplace humor is a good way to express his/her disagreement towards a work matter in front of the superior. Even lesser responders agreed on the matter that workplace humor helps in hiding his/her mistakes at work as in statement 38. These results shed a light on the adopted work ethics and the good source of conduct by the Omani public managers. In fact, D2 and D4 had demonstrated that confronting mistakes or disagreements towards a decision from Omanis is a cultural aspect than a practice where they provided few instances from their experiences about this fact. This was supported by the words of Romero and Cruthirds (2006) and Barsoux (1996). However, another perspective was provided from DG1 since he had explained the attained result on statement 33 by emphasizing on the skills of communication. He elaborated on the proper ways of delivering organizational information by using the appropriate amount and style of humor where he states that it differs from a manager to another based on the work experience and length of the relationship between the two communicational parties. Romero and Cruthirds (2006) had supported this perspective by stressing that humor is a profound communicational tool in the organization.

Yet, statement 37 is a trivial example which demonstrates the usage of humor in an official work situation where good and bad news are shared (Barsoux, 1993); it also embeds the stances of statements 33 and 38. In fact, only 21% of the Omani public managers do consider a meeting without humor a failure. According to Revell (2007), humor is regarded as a double-edged sword when it comes to knowing what type of humor is accepted during meetings than the unaccepted ones. This indicates that a higher rate of the Omani public managers do not favor using humor during meetings since it violates the rules of conduct and work ethics in respecting the produced decisions and processes as the majority of the interviewees emphasized, which in this matter supports the first perspective as argued earlier. Barsoux (1996) supported this conclusion by accentuating on the effect of the cultural differences on exerting managerial humor in official meetings, he further assures that a joke in one meeting would not be well received in another meeting even though the organization is the same and the members of the meeting are the same; hence, it shall be regarded as situation-specific (Barsoux, 1993). Despite the arguments between the two

perspectives, it is clearly justifying the notion of humor usage in the Omani public environment by the proper situation.

From a managerial perspective though, 36.5% of the Omani public managers had agreed that their superiors joke with other subordinates just to get along with the subordinate. According to Martin *et al.*, (2003), this statement would indicate the level of the affiliative humor style adopted by the Omani public managers but it also justifies the concept of situation since humor is used for a certain purpose in a certain time and place which entails a situation-tied humor. Barsoux (1993) had explained this issue from the purpose perspective as he named it "Values" where the intention of knowing about others could be utilized for the better or the worst of humorous origin (the superior). His note was justified statistically from table 4.4 where it was found that exerting humor by the superior in order to get along with a person or know him/her is the most significant situation among the other situations and occasions under study. It was found significant in developing work discipline and conduct where it was found a significant situation in reducing absenteeism, raising work motivation, raising the ability to know the work procedures, raised levels of personal productivity, promoting work—without direct supervision of control, and to attempt to duty hours. However, the direct results indicate that there is a considerably less usage of humor by Omani public managers in the situation where they are intending to know others. In fact, this conclusion is accepted from a cultural point of view since Omanis are formal when it comes to meeting new people. The interviewees provided a much clearer picture on this matter by elaborating on the Omani culture being respectful to the new ones especially work peers. They provided many instances on how they dealt with others when they meet them at the first time where they agreed that they cannot be open in terms of being humorous with them unless they get to know them in the first place. D7 had elaborated further on this matter by saying: "We –Omanis – are sensitive nation as we care about other people's feelings. We do not give a wrong signal to other ones about our character such as being humorous with a person we met him for the first time. I do not like him to degrade me even though I like to joke with others but I do not know what type of person he is or does he understand my personality, I really doubt it". Thus, it shall be concluded that the result on statement 34 supports the concept of humor by

situation and hence it accounts for the behaviorists who support the humor-by-situation theory (Duncan *at al.*, 1990; Barsoux, 1993; Barsoux, 1996). From another angle though, aggressive humor was perceived logically by Omani public managers as about 92% of the Omani public managers had denied that their superiors favor aggressive topics in their humor which also consorts with the responses on statements 14 and 16 in part one of the questionnaire. In fact, Martin *et al.*, (2003) and Romero and Cruthirds (2006) had explained this matter by referring aggressive humor to the reasons that it shall drive managers to use it in the work environment which denotes to a situational scheme. The interviewees had agreed that aggressive humor is not used in the Omani public environment since Omanis respect others. However, few instances were provided but not in the literal meaning of aggressiveness, which entails that Omani public managers do understand the difference between aggressive topics and aggressive attitudes. DG1 explained the difference by emphasizing on the real intention of using such humor with the subordinates. He stressed on the matter that aggressive humor could only be envisioned in the case of communicating inferior work practices or results to your subordinate but without harming the feelings.

As notified earlier in this subsection that statements 27, 28, 32, and 39 represent the opposing perspective of humor usage which is known as all-time humor. It is apparent from the results that the responses to the mentioned statements are not appealing to the Omani public managers where 33% had agreed that their superiors joke with the subordinates while they are working. This was particularly assured when 94% of the responders disagreed to the notion that their superiors joke with the subordinates during all work hours. S10 had summarized his opinion on this matter by saying: "We are paid to work not to play! Do you think I will eat *Haraam?*". In fact, it was found that such a situation as in statement 28 was not statistically significant in any of the relationships between humor usage and the performance determinants as in table 4.4 which supports the conclusion that all work hours cannot be a stage for entertainment. However, statement 27 was found to be a statistically significant situation where it is expected that humor could be experienced during work hours (Barsoux, 1993; Barsoux, 1996) where it is found to be significant when humor is exerted for raising motivation, raising the ability to

plan, upraising work effectiveness, and boosting personal productivity. These results indicate a justified base to contradict the thoughts of Glasser (1994) when he emphasized that the ultimate need that a human being ought to fulfill is fun regardless of any place or time constraint. As a matter of fact, the previous results were upon the actual practice but statement 32 determines the level of the belief by the superior on always using humor at the work environment where about 24% of the Omani public managers had agreed that their superiors do believe so. This was further justified in statement 39 where about 85% had disagreed that their superiors believe that humor is significant anytime during work hours. These results embody and indication that Omani public managers understand the importance of using humor in terms of the proper situation and yet this disagrees with the notes by Glasser (1994) and Newstrom (2002). In fact, the responders understood the difference between always using humor at the work environment that is in terms of a philosophy and using humor literally during all work hours but yet the results demonstrates a low response on each perspective. On a grounded base of practice, the responses on statement 40 indicated a strong evidence that Omani public managers are situational in terms of their humor usage and do not support all-time humor where 73.3% of the Omani public managers spend up to 25% of their work time being humorous with their subordinates.

By considering the previous evidences and arguments, it is apparent that humor is not exerted during all work hours instead it is situational in nature. The Omani public managers have been evaluated upon their level and type of humor usage at work which resulted in a clear conclusion that the situation affects their decision on using humor or not during work hours. In addition, a notifying aspect should be emphasized at this stage upon the humor style that Omani public managers use at their work environments. Table 5.1 in the next page exhibits the summarized responses on the statements that represent each humor style as discussed previously and will be followed by a discussion on its content.

**Table 5.1:** Preferred Humor Styles by Omani Public Managers

<b>Humor Style</b>	<b>Statement</b>	<b>Percentage of Agrees (%)</b>
Aggressive	14	18.2
	16	12.9
	33	30.7
	36	8.5
Affiliative	2	73.7
	3	50.6
	4	49.7
	6	97
	34	36.5
Self-Enhancing	38	19.3
	13	55.1
	22	84.8
Self-Defeating	9	73
	12	24.7

From table 5.1, it is apparent that Omani public managers do not prefer aggressive humor with their subordinates nor exerted in their workplaces. However, they praise building relationships with their subordinates by being smiley and humorous with them which supports the affiliative humor style, this is in one hand. On the other hand, the self-enhancing humor style is preferred on the personal level as Omani public managers claimed positivity in their lives and by the same token, they did not prefer being humiliated from their subordinates by being humorous with them, which denotes to the self-defeating humor style. Despite the logical conclusion on the humor styles, Barsoux (1993) had proposed the concept of humor purposes which assures that every attempt of exerting humor entail an underpinning purpose. In fact, table 2.1 in chapter two compares the humor styles with the corresponding humor purposes where it is clearly exhibited that Omani public

managers are exerting humor at their work environments with the intention of structuring values. Martin (2001) explains the values as the aim of influencing individuals to adapt to a particular role and reinforcing organizational values. This leads to increased group cohesiveness and the development of the organizational sign of unity (Duncan *et al.*, 1990; Ford *et al.*, 2003). In fact, this is justified by the previous discussions upon the humor exertion and the suitable situations by Omani public managers where it was understood that they strive to develop the role of conduct and the ethical standards of work without losing the sense of a normal human being that requires some time off to chill out.

### 5.1.3 Hypothesis Three

As mentioned in chapter three, the questionnaire statement 45, and 50-68 are the ones derived directly from the 20 performance criterions that are adopted in the performance evaluation of the supervisory leveled employees in the Omani civil service law whereas the rest statements are derived from literature but are related to the 20 statements. By referring to appendix N, the responses on the 20 statements determined a tendency towards the criterions that measure the humor as an approach for developing positive attitude and atmosphere in the organization. In fact, the highest response was on proving the effect of the superior's humor on reducing the level of job stresses of his/her subordinates where 84.1% of the Omani public managers agreed upon. The second in sequence is statement 52 where 83.3% of the Omani public managers had agreed that the exertion of their superior's humor would lead to a strengthened cooperative-spirit with the colleagues. This was also assured in statement 49 where 75.3% of the Omani public sector managers agreed that group cohesiveness is raised when their superiors use humor which consorts with the results in statement 52. This was discussed in subsection 5.1.1. The third in line is statement 62 with 78% of the Omani public managers agreeing that the relationship between the superior and the subordinate is strengthened when their superiors exert humor at work. Statement 63 was the fourth among the 20 statements with 76.7% of the Omani public managers agreeing that by exerting humor from their superiors, the level of flexibility of the employee to accept other employees' opinion is raised. The

fifth was scored by statement 58 with 75.3% of the Omani public managers agreeing that the strength of the relationship between the employee and the client is raised when the superior exerts humor in the workplace. Hence, if a threshold was chosen to determine the second highest scored performance criterions (such as above 50%), then statements 55, 53, 61, and 64 are the ones to be considered respectively. These statements denote to performance, communication, and creativity outcomes respectively, which means that the second effect of humor was sensed on the performance matter. However, statement 66 was the least agreed upon by the Omani public managers having 36.2% of them agreeing that decision making ability of the subordinate is strengthened by using humor at work by their superiors. This means that the least effect is sensed in the leadership and the creativity outcomes. Above all, the mentioned results provided an outlay of how Omani public managers evaluated their superiors in terms of the performance criterions of the Omani civil service law.

By referring to the Workplace Humor Model (WHM) that is elaborated in subsection 2.4.4 and exhibited in appendix B, the 20 performance criterions shall be explained in terms of the six desired organizational outcomes. The first one is the group cohesiveness outcome where table 5.2 in the following page summarizes the results on the statements pertaining to the outcome as they are arranged in an ascending order based on the percentage of the Omani public managers agreeing to each statement with the result of the association tests upon the amount of the exerted humor and the significant regression models from table 4.4 as it provides an indication of such an association and supports the results of the association tests. For example, table 5.2 in the following page shows that the association test results consort with the regression analysis for each statement which denotes to the fact the association tests are valid. Also, by referring to subsection 4.2.2.1 and appendix P, it is apparent that statements 52 and 62 are from the human-related construct, whereas statement 64 is from the work (job)-related construct.

**Table 5.2** : Summarized results on group cohesiveness outcome

Statement	Percentage Who Agreed (%)	Association	Regression (Sig./Not Sig.)
52	83.3	No	Not Sig.
62	78	No	Not Sig.
64	57.1	Yes	Sig.

Table 5.2 refers to the fact that using humor in its minimal levels would affect in raising the degrees of group cohesiveness among Omani public managers and between the superiors and their subordinates. However, there was sufficient evidence denoting to the fact that exerting humor at the Omani public environment by the superior does affect positively on the subordinates by upraising their cooperative spirit and the cohesiveness of work groups where 83.3% of the Omani public managers had agreed upon which supports what Duncan and Feisal (1989) and Aufrecht (2001) had emphasized. However, there was no sufficient evidence for the association between exerting more amounts of humor at the Omani public workplace and the upraising of group cohesiveness. Hence, it was also found that 78% of the Omani public managers agreed upon the strengthening of the relationship between the superior and the subordinate when the superior uses humor but there is no sufficient evidence to prove any association when the amount of humor is raised in work environment. In fact, DG1, D4, and D7 had emphasized on the significance of humor in braking the barriers between the superior and the subordinate which entails a much stronger relationship between them and this supports what Barsoux (1993) (1996) had narrated upon. Yet, according to Fatt (2002) and Newstrom (2002), the exertion of humor at the workplace would enrich team work and hence, in the Omani public environment, it was found that this was moderately accepted where 57.1% of the Omani public managers agreed that the ability to organize work tasks among the subordinates is raised when the superior uses humor with them. This was reflected in the requirement of exerting more humor at the workplace as it was statistically viable to have an association between the amount of exerted humor and statement 64. In fact, DG1, D4, and D7 had further reasoned this fact by

emphasizing on the importance to win the trust and the friendship of the subordinate by being more nearer to him/her and humor is the fastest way to reach their hearts as they said. Also, it shall be documented that the "ability to organize work tasks" is an original function of management and it is regarded as a performance matter for him/her (Mullins, 2002); therefore it should not be included in the group cohesiveness matter as oppose to what Romero and Cruthirds (2006) did. Above all, it shall be stated that humor does have a positive effect on raising group cohesiveness but there is no need to have more of it.

The second desired organizational outcome in WHM is the communication outcome where table 5.3 summarizes the results on the statements that represent the outcome from the 20 performance criteria of the OCSS. It is noted here that the association test results consort with the regression analysis for each statement in the table 5.3. As for the performance construct of the statements, subsection 4.2.2.1 and appendix P shows that the first two statements in table 5.3 are from the human-related construct whereas the third and the fourth statement are from the work (job)-related construct.

**Table 5.3 :** Summarized results on communication outcome

<b>Statement</b>	<b>Percentage Who Agreed (%)</b>	<b>Association</b>	<b>Regression (Sig./Not Sig.)</b>
63	76.7	No	Not Sig.
58	75.3	No	Not Sig.
55	62.2	No	Not Sig.
56	39.2	Yes	Sig.

From table 5.3, it is apparent that about 77% of the Omani public managers agreed that the exerted humor from the superiors would raise the level of flexibility of the employee to accept the opinions of other employees. This supports the top-down organizational communication channel that humor facilitates as Aufrecht (2001) and Collinson (2002) emphasized upon. However, there was no sufficient

evidence that using more humor by the superior at the workplace would result in more flexibility since it would be misunderstood as D7 had noted where it was discussed in the previous two subsections. Yet, humor was also significant in strengthening the relationship between the employee and the client since around 75% of the Omani public managers agreed upon that when their superiors exert humor in the work environment. Cline *et al.*, (2003) had notified on the importance of humor in guaranteeing the satisfaction of the clients and according to Barsoux (1996), humor plays a key role in communicating with the organizational stakeholders since it aids in increasing the level of adopting the products and the services. Thus, the result on statement 58 supports the previous connotations but it is not viable to use more humor since there was no association found with the amount of the exerted humor. In fact, this was also sensed in statement 53 since there was no association found between the amount of the exerted humor and the development of the employee competence in presenting the opinions logically. In fact, DG1 said: "Logic is in the opposite side of humor, when you are humorous with others you are perceived being non-logic simply because seriousness cannot be represented by humor". S11 opposed that by saying: "I think joking or humor as you call it cannot develop a competency but I would say that joking clears the atmosphere for presenting the ideas. For instance, if I want to talk to the director about a serious project proposal on climate affairs, I would definitely through a small joke just to clear any negative thoughts the previous meeting had developed in him. It works well with me". Barsoux (1993) had assured that humor is very useful in setting the pace for more serious managerial discussion but it should be used before or after that. Yet, from a documented communicational perspective, it was found that only 39% of the Omani public managers had agreed that the capability of preparing official correspondences is strengthened when the superiors use humor. The reason for such a response is the misunderstanding of the relationship between the two factors where the responders assumed the direct causality and therefore the response was lessened compared to the previous three statements. D3 and D8 had explained that by demonstrating instances from their work experience on using humor with their secretaries where it was sensed that the secretaries started to care more about what they type and spent more time designing the page and the text settings and colors. DG1 said: "Humor changes the mindset and the mood of the employee as it makes him more relaxed. He will work more and more accurately to please me which is my

objective". According to Hornblow (2003) and Yerkes (2003) using more humor in the workplace would assure more employee relaxation, which explains the proved association between the exerted amount of humor and the sought capability but it is important to note that the effect is indirect unlike the previous three statements. In short, it shall be said that humor has a direct positive effect on communication but it is not viable to use more of it as the communicational part is attained by just using humor.

The third desired organizational outcome is stress reduction where table 5.4 summarizes the results on statement 45 that represent the outcome where it is shown that the association test result consort with the regression analysis. It is apparent from subsection 4.2.2.1 and appendix P that statement 45 is from the human-related construct. Yet, it is clearly apparent from the table that humor works well in reducing the level of job stresses where 84.1% of the Omani public managers had agreed upon that when their superiors exert humor at work. This supports what most of the writers had narrated such as Barsoux (1993), Avolio *et al.*, (1999), Newstrom (2002), Ford *et al.*, (2003), Edwards (2003), and Hornblow (2003) where they assured that it is the classical outcome of any humorous initiative at the workplace. In fact, almost all interviewees had agreed that humor is a powerful tool to defeat work stress and many instances were provided from their work experiences justifying such an effect. However, Foster (1978) had justified a medical point of view where he emphasized that life and work stress could be tackled by just being smiley and positive. In other words, a simple smile drawn because of a joke would prevent from a health catastrophe (Foster, 1978). This supports the attained result on the test of association between the amount of humor and stress reduction where there was no sufficient evidence to prove such an association. Therefore, it shall be concluded that minimal humor would have an effect on reducing work stress immensely.

**Table 5.4 :** Summarized results on stress reduction outcome

<b>Statement</b>	<b>Percentage Who Agreed (%)</b>	<b>Association</b>	<b>Regression (Sig./Not Sig.)</b>
45	84.1	No	Not Sig.

The fourth desired organizational outcome is the creativity outcome where table 5.5 summarizes the results of the statement pertaining to the outcome. As for their construct belongingness, subsection 4.2.2.1 and appendix P shows that all statements in table 5.5 are from the work (job)-related construct. However, it is shown that the association test result for statement 53 does not consort with the regression analysis and that is due to the underpinning assumption in including the data of the chi-square test where the "neutral" choice was merged with the "disagreement" choice. This might affect the interpretation of the test result but it was mentioned in section 3.4 that the association test will be the main analysis method in explaining the relationship between humor usage and each performance determinant. In fact, the highest scored statement among the set is statement 53 with about 60% of the Omani public managers agreeing that the capability of initiating developed work procedures is raised when the superiors use humor at work. This justifies to some extent what Barsoux (1993), Miller (1996), and Ford *et al.*, (2004) had emphasized on the matter. However, there was a sufficient evidence to prove an association between the amount of the exerted humor and the effect on the capability. The only explanation for such association would be drawn from D2 as he narrated that creativity requires a tension-free mind and yet humor is a great tool in the hands of the management to unleash the innovative ideas of their subordinates. According to Barsoux (1996) and Newstrom (2002), humor would stimulate employees to increase their level of creativity at work and that is only expected when they are relaxed which entails that humor works indirectly towards fostering organizational creativity; hence, it is required to be used more and more in the work environment.

**Table 5.5 :** Summarized results on creativity outcome

<b>Statement</b>	<b>Percentage Who Agreed (%)</b>	<b>Association</b>	<b>Regression (Sig./Not Sig.)</b>
53	60.1	Yes	Not Sig.
67	47.9	No	Not Sig.
66	36.2	No	Not Sig.

According to Romero and Cruthirds (2006), the ability to create appropriate solutions for work problems is another view for creativity at work but there were less than 50% of the Omani public managers agreeing that the sought ability would be strengthened when their superiors use humor. Even if more amounts of humor were exerted at work, it would not have an effect on the sought ability as there was no sufficient evidence to prove an association between them. In fact, none of the interviewees provided an explanation of the above relationship except for a note from DG1 as he said: "There is no direct effect of humor on the ability to develop solutions for work-related problems unless it is indirect". Smith *et al.*, (2000) and Yip and Marin (2006) further elaborated that by referring humor to a possible tool that managers would utilize at work in order to increase creativity and innovation in the employees which will enable for better problem solving and the resolving of the conflicting matters at work. This in fact, refers to the results on statement 53 where it was found that there was sufficient evidence to prove for association. Therefore, it is viable to explain the results of statement 67 on the same bases and that is by emphasizing on the significance of using more humor in order to stimulate creativity at work which will have an indirect effect on fostering the ability of the employees to create solution for their work problems. By the same token, only 36.2% of the Omani public managers had agreed that the decision making ability is strengthened by spreading humor by their superiors. D7 and S11 had explained that by stressing on the significance of humor in promoting a relaxed work environment which affects positively on raising the level of creativity and hence the decision making ability is surely raised. Duncan *et al.*, (1990) and Hornblow (2003) had also supported this thought and thus it shall be explained in the same manner as it was done with statement 67. All in all, it shall be concluded that in order to raise the levels of creativity at work, more humor should be exerted by management at their work environments.

The fifth desired organizational outcome is the organizational culture outcome where table 5.6 summarizes the results of the statements pertaining to the outcome. By referring though to subsection 4.2.2.1 and appendix P, it is apparent that all statements in table 5.6 belong to the work (job)-related construct except for statement 63 where it belongs to the human-related construct. As for the difference in

the results of statement 51 was reasoned for previously when discussed about statement 53. The table indicated that all statements except statement 63 had sufficient evidence to prove for an association with the exerted amount of humor at the Omani public environment. This contradicts with the statement of Al Kathairi (2006) as he emphasized that Omanis are usually humorous in their normal life which includes their work environments. However, it could be explained by Al Ansi (1991a) and Al Mowaiti (1991) where they assured that it is the habit for Omanis to chat and enjoy poetries that embed silly jokes and anecdotes aimed at spreading laughter in their work milieus. Therefore, it is a trivial conclusion to exert more humor in order to flourish the Omani cultural aspect of being humorous. However, the organizational cultural statements are the ones that determine the criterions for developing and measuring the work culture where it is found that about 77% of the Omani public managers agreed that the employee flexibility in accepting other employees' opinions is raised when their superiors use humor but there was no sufficient evidence to prove an association state between the amount of the exerted humor and the raising of the flexibility level of the employee. In fact, this statement was discussed in the communicational outcome part and table 5.2 where it was found that there is no need to use more humor as the communicational aspect is attained when just humor is exerted and this was further elaborated by Al Mowaiti (1991) and Al Moharbi (1996) as they denoted to the fact that Omanis are known for respecting others even if they opposed them in their views.

**Table 5.6 :** Summarized results on organizational culture outcome

<b>Statement</b>	<b>Percentage Who Agreed (%)</b>	<b>Association</b>	<b>Regression (Sig./Not Sig.)</b>
63	76.7	No	Not Sig.
51	44.6	Yes	Not Sig.
68	44.2	Yes	Sig.
56	39.2	Yes	Sig.
60	37.1	Yes	Sig.

With an exception to statement 63, the results on the remaining four statements in table 5.6 indicated that there is sufficient evidence for an association between the amount of the exerted humor and each of the criteria for work culture. In fact, around 44% of the Omani public managers agreed that humor raises the employee-willingness for developing job knowledge and the same result was found with the effect of humor upon employee commitment towards duty hours. DG1 and D2 had demonstrated the reason for such a relationship where they emphasized that workplace humor works well enough in creating a pleasant work atmosphere, which Duncan and Feisal (1989) and Glasser (1994) had elaborated that it would lead to a higher quality of work commitment and performance. Hence, and based on the attained results, the more humor exerted by the superior, the higher the chance is to raise the employee-willingness for developing his/her job knowledge in addition to having a higher chance in raising employee commitment towards his/her duty hours. As for statement 56 and statement 60, it was found that the responses by the Omani public managers were less than 40%. In fact, a discussion on statement 56 was made in the communicational outcome and table 4.34 which was concluded then that there is an indirect effect of humor upon strengthening the capability of preparing official correspondences. As for raising the level of employee knowledge about the work procedures, D4 had explained that by saying: "I do not see any direct relationship between humor and this performance criterion but I can say that humor assists the management in making the workplace a better place to work in but of course with special cautions on what and when to use that humor. I personally see it from the human perspective where a better place to work means having employees who like to work and this would somehow lead the employee to take the initiative to understand what exactly his duties are; otherwise, there is no any direct influence I shall say". Therefore, more humor should be exerted by the Omani superiors if they wish to flourish the organizational culture within their subordinates.

The sixth desired organizational outcome is the leadership outcome where table 5.7 summarizes the results of the statements pertaining to the outcome. By referring to subsection 4.2.2.1 and appendix P, it is clear that statement 62 is from the human-related construct whereas the rest two statements in table 5.7 are from the work (job)-related construct. However, it is noted that statement 57 differ in its

results between association and regression analysis but it was reason for previously upon discussing statement 53. It is apparent though that 78% of the Omani public managers agreed that the relationship between their superiors and the subordinates is strengthened when their superiors use humor at work. The strengthening the relationship makes it easy on the superior to lead the subordinate (Romero and Cruthirds, 2006).

**Table 5.7 :** Summarized results on leadership outcome

<b>Statement</b>	<b>Percentage Who Agreed (%)</b>	<b>Association</b>	<b>Regression (Sig./Not Sig.)</b>
62	78	No	Not Sig.
65	45.9	Yes	Sig.
57	40.5	Yes	Not Sig.

In fact, DG1, D2, and S6 gave insights from their experience on how their humor at work supported them in leading their subordinates but D1 mentioned that being humorous with your subordinate does not always guarantee his/her strict obedience and that is the reason he emphasized on the word "helps" not the word "strengthens". Hence, the latter note was justified by the test on association as there was no enough evidence to prove for an association between the strength of the relationship and the amount of the exerted humor at work by the superior, which means that there is no need for the manager to become more humorous at work as will not have more effect on strengthening the relationship between the superior and subordinate. This was also justified in the results on statement 48 as about 55% of the Oman public managers had agreed that humor affects on leading the subordinate to accept authority which was also sensed from the association test as there was no sufficient evidence to prove for such an association. Collinson (2002) made this clear when he emphasized on the difference between the management of humor at work and the humor of management as he pointed out that humor should not be degraded for its enormous effect on employees since it can easily seize their willingness and assist managers in imposing more control. However, the results in table 5.6 indicated that there are almost 46% of the Omani public managers who

agreed that by using humor at work the subordinates will perform their duties without direct supervision. This is also contradicting with the previous conclusion where here more humor should be exerted as there was an association between the amount of exerted humor and the strengthening of the employee ability to work without supervision. Duncan *et al.*, (1990) had explained that by pointing on humor as a tool to build the trust between the superior and the subordinate which will affect positively on responsibility handling towards the work duties. In fact, the results on statement 57 supported what Duncan *et al.*, (1990) notified towards as there was sufficient evidence to prove for an association between the amount of the exerted humor and the raising of the level of the employee responsibility-handling. Therefore, it shall be concluded that more humor should be exerted by management at work since it will have better chances to affect indirectly on building the trust between the superior and the subordinate which will lead to a better forms of synchronous leadership at work.

The seventh desired organizational outcome from the workplace humor model (WHM) is the performance outcome or as explained in section 1.9 as management performance. According to Buckingham (2005) and Watson (2006), the performance here would denote to the general duties that an employee in a managerial position would likely to carryout in order to accomplish the organizational objectives. Thus, table 5.8 demonstrates the results on the criterions pertaining to the performance of the manager and in this regard they are the Omani public managers in the Omani civil service system (OCSS). As for the construct belongingness, it is clearly shown in subsection 4.2.2.1 and appendix P that all statements in table 5.8 are from the work (job)-related construct. As for the difference in the analysis for statement 50, it was reasoned for previously when discussing statement 53.

**Table 5.8 :** Summarized results on performance outcome

<b>Statement</b>	<b>Percentage Who Agreed (%)</b>	<b>Association</b>	<b>Regression (Sig./Not Sig.)</b>
58	75.3	No	Not Sig.

61	58.8	Yes	Sig.
64	57.1	Yes	Sig.
50	47.3	Yes	Not Sig.
65	45.9	Yes	Sig.
59	45.3	Yes	Sig.
54	44.6	Yes	Sig.
66	36.2	No	Not Sig.

From table 5.8, it is apparent that the highest scored criterion was the strengthening of the relationship between the employee and the client having more than 75% of the Omani public managers agreeing upon but there was no sufficient evidence to prove for an association between the amount of the exerted humor and the specified criterion. In fact, DG1 and D4 had explained this state by denoting to the significance of humor in creating a better work atmosphere. They emphasized on the humor usage by the superior and its positive reflection on the employees when they provide the ministerial services to the Omani citizens and the foreigners. According to Collinson (2002) and Watson (2006), managers are the boosters of humor in the workplace and when they allow it by being the first ones to adopt it and use it in the workplace, the employees will excise their usual humor at work and this consorts with the result on the association test as since it was not proved for such. In other words, the manager is the lighter of humor at work and once the fire catches, the employees will carry it even outside the work boundaries that are formed in their attitude towards the clients.

From table 5.8, the second highest agreed upon criterion was statement 61 with about 59% of the Omani public managers agreeing that the level of the subordinate-productivity is upraised when humor is used with them. According to Duncan and Feisal (1989), humor is associated with increased productivity, but it shall not be affirmed by a direct association since it was not justified research wise. Thus, this statement affirms the relationship where it was found that the productivity

is associated with the exerted amount of humor at work. In other words, the more the humor is used by the superior at work, the better chances to have raised productivity from the subordinate. In fact, DG1, S3, S5, and S6 had given an explanation for such an association where they emphasized on the significance of humor in making the work environment positive and more pleasant to work in, which will be reflected on the amount of work the subordinate will accomplish during the day that is referred by Shearer *et al.*, (1998) as working better and faster. This in fact was also assured by Avolio *et al.*, (1999) as concluded that humor is related to individual and performance units.

The third highest scored criterion among the ones in table 5.8 is statement 64 where the result indicated that around 57% of the Omani public managers agreed that the ability of the superior to organize work tasks among the subordinates is strengthened when he/she exerts humor at work. D4 noted that by saying: "Organizing work in the Ministry is a great challenge. It is not easy to force a human being to finish a task he is not involved with or added to his normal load. Now, when I joke around in my directorate, I found that the employee will not hesitate to accept work directions and he finishes the tasks I give to him or to any other employee and without any complaints". This was justified in statement 48 which is elaborated upon later in this subsection but what shall be notified towards is the proved association between the criterion and the exerted amount of humor at work. This means that in order to have a better chance to organize work among the subordinates the superior shall exert more humor at the work environment. From another angle, the controlling function of management which corresponds with performance evaluation (Lau *et al.*, 2008) had scored the fourth having less than 50% of the Omani public managers agreeing that the ability to assess the performance of the subordinate is strengthened when humor is used at work by the superior. In fact, there was sufficient evidence to prove for an association between the amount of the exerted humor and the ability to assess the performance of the subordinate. DG1, D4, and S6 had explained this by emphasizing on the indirect effect of humor where it is believed by them that when humor is used at the work environment, the subordinates will be more relaxed and happily performing their duties which employee-performance assessment is among them. This in fact, justifies the proved association

between the amount of the exerted humor and the ability to assess the performance. In terms of self control and autonomy, it was found that almost 46% of the Omani public managers agreed that the ability of the subordinate to perform his/her duties without direct observation is strengthened when the superior uses humor at work. This is tied with the ability to handle responsibility as Mullins (2002) affirms where statement 57 determines the effect.

As previously discussed, there was an association between the amount of the exerted humor at work and the raising of the level of responsibility handling, which consorts with the association test in statement 65. In another words, when there is more humor used at the workplace, there is a better chance to have the subordinates work without direct observation. The ideal reasoning was provided by DG1 and D4 where they agreed that using humor at work assist's in building trustworthiness between the superior and the subordinate which will reflect positively on their work autonomy. D4 had commented by saying: "Work invigilation is a primary role in the government but I guess it goes back to the director himself and his management style. For me, trusting my followers is important in my management style and when I joke with them I can easily determine the employees that I can rely on because trust is what I am looking for". This is related to the job effectiveness as Martin (2001) notified where it was found that about 45% of the Omani public managers agreed that by using humor at work the level of job effectiveness among the employees is raised. In fact, the result on statement 59 is also related to statement 43 where it was found that the result was just the same. However, the test of association yielded two different results where it was proved between the exerted amount of humor and the level of job effectiveness but there was no sufficient evidence to prove for an association with reducing work errors. The typical reasoning was provided by D8 where he emphasized that work errors are expected by human beings but according to Mullins (2002), job effectiveness is regarded as a matter of giving attention to the output of the job and yet it is different than work errors. Hence, it is an obvious state to have the two different results of the association tests. However, DG1 explained the association state in statement 59 by referring to the practice that the judgment on job effectiveness for supervisory positions differs from one superior to another. He assures that by saying: "I do not see any direct influence of joking or humor on job

effectiveness. All I can say is that joking makes us enjoy our work environment and it makes it the same for my subordinates and this makes them relaxed as I said before. They will work better of course because they like their work environment and that's why I said at the beginning that joking has indirect effect on performance". As a matter of fact, the correlation ( $\rho$ ) results in table 4.6 indicated that statement 59 had scored the highest among the associated statements with statement 40 and thus, in order to have better chances of higher effectiveness, it is vital to exert more humor at the work environment.

By referring to the functionality of management and table 5.8, the result on statement 54 indicated that 44.6% of the Omani public managers had agreed that humor at work raises the ability of the subordinate to plan and having sufficient evidence to prove for an association with the amount of the exerted humor at work. However, there is no direct influence of humor upon the ability to plan as two interviewees had stated but they further reasoned that to the overall effect of humor on human beings where it works well enough in soothing the mindset and relaxing it in order to perform in a clearer and a fresher way where in this the "ability to plan" is the result. In fact, this consort with the conclusion on the creativity outcome that was discussed before since it was concluded that in order to have a better chance of upraising creativity in the work environment, the management shall exert more humor at their milieus where in this matter, creativity is a vital part of the planning function of management (Jackson, 2000; Mullins, 2002). Hence, in order to have a better chance of better planning abilities, the management shall exert more humor at their workplace. As for the last scored statement (66) in table 5.8, it was discussed previously in the effect of humor upon the creativity outcome where it was emphasized that humor promotes a relaxed work environment which will affect positively on raising the level of creativity that will surely raise the decision making ability. This was the reason for having about 36% responses on the statement and the result of no-proved association between the criterion and the amount of the exerted humor at work. All in all, it shall be concluded that in order to have better performance of the employees who work in the three supervisory levels in the Omani civil service environment, Omani superiors must consider humor as a vital key to utilize by allowing and spreading it in their workplaces.

As for the criterions that were derived from literature, it was found that about 82% of the Omani public managers had agreed that using humor at work by their superiors will result in having the employees love their workplace more. This result is high and it proves what Duncan *et al.*, (1990) had emphasized as spreading humor at work would spread love and solidarity among the employees which will result in them loving their work more and this would be expressed in terms of higher work motivation. This in directly affects productivity as Huse and Cummings (1985) has emphasized that having a higher quality of work life leads to improved work motivation and raising it would improve the levels of productivity. In fact, statement 46 provides a clear idea on the motivational notion of statement 41 since 67.6% of the Omani public managers had agreed that work motivation is raised when humor is exerted at work by the superiors. The latter result provides a justification to what Yerkes (2003) and Hornblow (2003) had stated on the matter that humor at work raises work motivation. From the interviews, nine interviewees had literally stated that humor does affect in raising employee motivation to work and they gave examples of many instances of how they experienced the motivation in their work environments. However, it does not provide enough evidence of how much does the effect could be. In other words, these results do not indicate a proof for association between humor and love and motivation. Therefore, a test for association shall be considered where from appendix S and the analysis in subsection 4.2.3.1, it was evident that there is no association between the amount of exerted humor and the raised love in the Omani public environment. However, there was sufficient evidence to proof for association between the amount of used humor in the Omani public workplace and employee motivation. These conclusions affirm what Schermerhorn *et al.*, (1997) had emphasized that there is a vast difference between employee love towards work and employee work motivation. Hence, it shall be said that a change in the amount of humor shall affect motivation but according to table 4.6, it was found that the correlation ( $\rho$ ) is low which denotes to lower effect. In fact, DG1 had indirectly explained the above results by saying that: "I should remind you that humor is beneficial in the work environment but it does not mean that I have to be more humorous to gain more benefits". This means that using minimum humor in the work environment is sufficient enough to attain work motivation because there are other significant motivators to the employee (Schermerhorn *et al.*, 1997) than only being humorous with them. This was confirmed by Ford *et al.*, (2003) in their

research as they emphasized on just the direct effects without quantifying them. In fact, the above connotation consorts with the reality of the Omani public work environment where 73.3% of the Omani public managers spend up to 25% of their work hours in being humorous within their work milieus and yet the effect on raised employee love and raised motivation was positively reported.

Statement 42 is a more specific form of statement 68 but it was justified in chapter three that it is not viable to measure absenteeism unless there is a valid reason for being so and yet, this statement was comprehended as commitment towards duty hours that is the literal criterion in statement 68. Hence, this statement shall be regarded as a measurement of research validity where it was found that it is associated with the amount of exerted humor in the workplace as statement 68 with around 62% of the Omani public managers agreeing that absenteeism is reduced when their superiors use humor in their work environments. Another perspective of absenteeism was provided by S3, S6, and S7 as they had demonstrated different instances from their work environments where they had used "normal humor" as one of them had stated was effective in building rapport and getting them (the subordinates) to reduce their incidental leaves during work days and their excuses for being absent every time. These conclusions support what Miller (1996) and Yerkes (2003) had emphasized upon this matter and yet as a normal result, the subordinates would like to work even more hours as the result on statement 47 indicated where about 63% of the Omani public managers had agreed that the subordinates will do so if their superiors exerted humor in their work environments. However, from a statistical point of view, there was no enough evidence to proof an association between the amount of the exerted humor at work and the effect on employees in loving to work more hours after duty hours. This was explained previously in knowing the fact that just spreading humor in the work environment would yield the specified effect but there is no clear need to have more of humor to attain more of the sought effect. D4 and S6 had assured that by being humorous with the subordinate, the subordinate would feel more approachable by the superior which builds more trust between the two parties and thus it will prepare the subordinate to accept any further work task even if it was on the expense of working after duty hours and without asking for overtime wages. This would call for knowing the effect of humor

on building the relationship between the superior and the subordinate which was explained previously in statement 62.

Statement 44 is the result of statement 48 and 62 where statement 48 demonstrates the effect of the exerted humor from the Omani superiors upon leading the subordinates to accept authority where about 55% of the Omani public managers had agreed that it has such an effect but there was no sufficient evidence for any association between them and hence, it shall be said that by just using humor, the effect will be evident. As for statement 62, it was said previously that 78% of the Omani public managers had agreed that by using humor from their superiors, the relationship with their subordinates will be strengthened but there was no sufficient evidence to prove an association between them. Hence, the result on statement 44 should reflect the previous results as about 62% of the Omani public managers had agreed that the resistance to change by the subordinate is reduced when humor is exerted by their superiors but it does not denote towards a direct association between them, which justifies the statements of Barsoux (1996) and Linstead (1985). In fact, few instances were given by the interviewees on the effect of humor upon reducing change resistance from the subordinates by referring to the significance of having a stronger relationship between the superior and the subordinate in order to have a successful change management but it all goes back to the results which provides a conclusion that humor does affect on the three aspect but there is no need to exercise more humor than the normal amount as D4 had narrated.

As for statement 69, about 78% of the Omani public managers had agreed that by using humor from their superiors, the influence on work performance will be positive. This in fact supports the initial wordings of Malone (1980), Duncan *et al.*, (1990), Barsoux (1993), Ford *et al.*, (2003), and Romero and Cruthirds (2006). However, there was no enough evidence to prove an association between the amount of the exerted humor by the superior and the effect upon work performance in addition to the fact that performance is understood in terms of its determinants which in this matter are the 20 performance evaluation criterions where the previous arguments had justified the relationship between the exerted amount of humor and

each performance determinant. Yet, the result on this statement would be regarded as the general theme of the third hypothesis in this research.

## **5.2 Research Overview, Questions, and Hypotheses**

After discussing the results and the analysis in section 5.1, it is evident to review the research questions and hypothesis before concluding them. This research attempt in fact had a main purpose of understanding, describing, and explaining the phenomenon of workplace humor for the Omani public employees in the supervisory levels by adopting the case study as a research strategy in order to justify empirically the theoretical connotation that humor does affect work performance positively. Thus, as a trivial objective, the study would explore and explain the reasons that hinder Omani public employees in the supervisory levels from exerting humor at their workplaces or sometimes change the style of humor upon the need. This in fact denotes to the thematic question that this research is attempting to address which is:

- How humor usage is envisioned in the Omani public workplace?

The thematic research question is very general and it has to be addressed with much focused questions. Thus, it was attended from three aspects that are; the existence of workplace humor, situational humor theory, humor-performance relationship. The research questions that correspond with the previous three aspects are as following that will be also followed with an elaboration on the methodology of answering each of them. The first question was as under:

1. Is humor evident at an Omani public workplace?

Addressing the above question encompassed a rigorous research and analysis on the main reasons that does not favor using humor at work. It drove the researcher to understand the proper aspects to consider in using humor at work. Most importantly, it studied the effect of Omani employees in the supervisory levels and their role in promoting humor usage in the Omani public organizations by a thorough

analysis of their perspectives and thoughts on the matter. Nevertheless, this entailed researching and studying the methods and types of humor used in the Omani public organizations and how it was perceived. Above all, it was justified by literature on how humor is significant in the workplace and by considering the above connotations. Yet, the hypothesis for this research question was:

- Humor is strongly evident in the Omani public environment

The second question was:

2. Is the humor usage in the Omani public workplace situational?

The answer to the above question covered a wide range of research on the proper meaning of situation and its underpinning applications where humor could be used. In fact, it addressed the two theories of humor usage; the first is the decision of using humor every time and any time, the second though is the favoring of humor usage in justified occasions. This was supported with real-life instances from the Omani civil service system and the gathered data that touches the argument whilst theoretically justifying it from literature leading towards a statistical investigation for such an affect by using regression analysis. The hypothesis for this research question was:

- The usage of humor at the Omani public workplace is affected by the situation

The third question was:

3. Does humor usage positively affect work performance?

The above question hypothesizes the notion that behaviorist and management scholars had stated that humor does positively affect work performance but it was not yet grounded as a justified theory. Hence, there were two parts in answering this question where the first involves a thorough research and analysis of the true determinants of work performance where insights on work performance which were

adopted from the Omani civil service system. The second part was build upon the first part where a thorough analysis of humor usage and its effect was undertaken. As a matter of fact, the second part required statistical hypotheses on the relationship between humor usage and each performance determinant, which was inferentially tested for significance. Yet, this called for a methodical analysis of the true determinants of work performance and the ones adopted by the civil service law in the Sultanate of Oman which the humor-usage effect was tested upon. Thus, the researcher had embraced the notion that the Omani performance appraisal system is a feasible and yet reliable for analysis where the research hypothesis shall be the following:

$H_0$ : Amount of Exerted Humor and each of the Performance Determinants are

Independent of one another

$H_a$ : Amount of Exerted Humor and each of the Performance Determinants are Associated with one another

### **5.3 Accomplished Research Objectives**

In return for attending the previously mentioned research hypotheses, the following objectives had been accomplished during the course of the research attempt:

- Describing the functionality of workplace humor at the Omani public sector in terms of the intentions, humor styles, and outcomes
- Verifying the possibility for interpreting workplace humor and how it is functioning within a work milieu
- Elaborating on the main reasons that hinders the managers from exerting humor at the work environment
- Verifying the possibility to explain the functionality of humor at work by interpreting the suitable situations and occasions
- Describing the relationship between humor usage at work and performance by attempting the performance determinants that are set in the Omani civil service law

- Establishing an integrated model that would explain the usage of humor at work in general

#### **5.4 Research Assumptions**

Any research attempt shall start with assumptions in order to pave the way to study further aspects of the subject matter. Yet, the following points are the most assumptions to be considered and noted for attention with their arguments and defending actions mentioned across the previous chapters:

- The study is based on the assumption that performance criteria are independent variables that form the performance entity which the humor usage is tested upon. However, the assumption is analogous with the fact that management research methodology differentiates the research of a quantity than a research on an attitude. The researcher had discussed this argument in more detail in chapter three
- The study is based on the hypothetical assumption that each of the performance criteria that are adopted in the Omani civil service system would be explained in the form of the desired organizational outcomes of workplace humor as stated in the Organizational Humor Model (OHM) as it was discussed in chapter two and three
- The study is built on the assumption that it is viable to investigate upon the effect of humor usage on the performance determinants of the Omani civil service system as an assumed direct relationship which should lead to explain the desired organizational outcomes. However, this does not mean that the desired organizational outcomes are the stimuli for humor usage as behaviorists had narrated. This argument was discussed further in chapter two
- The population is assumed to be a general pool that unites all employees from the three supervisory positions in the Omani civil service entities as a one supervisory level. Upon that, the researcher had adopted the case study strategy as the research strategy in the study. This assumption was further argued in chapter three

- Initial sampling was subjective as the researcher had adopted a non-probabilistic sampling technique where it might add a biasing factor to the collected data. However, the choice of the sampling strategy is defended in chapter three by justifying the non-probabilistic sampling technique and as the researcher had reconsidered the choice to a probabilistic sampling technique
- The research does not address the effect of having females in the study since they occupy a small portion of the total supervisory leveled positions in the 25 ministries. This research in fact does not consider the phenomenon of workplace humor with respect to gender difference since there are many reasons that make any humorous attempts in the Omani public workplaces between the two genders as a respectful attitude. This matter was thoroughly discussed in chapter three
- The data structure formed in the "neutral" choice in the questionnaire that was used for the association test (chi-square) is assumed to have the same meaning of "disagreement" where it was merged with the latter creating a different data structure for not losing the acquired data and for simplicity purposes
- Generalisability is a concern in this research since the aim of any study is to avail for better possibilities of results' generalisability. However, this research is not generalisable in terms of a positivistic-paradigm form where it has a different approach towards generalisability which was argued and justified in chapter three

## **5.5 Research Limitations**

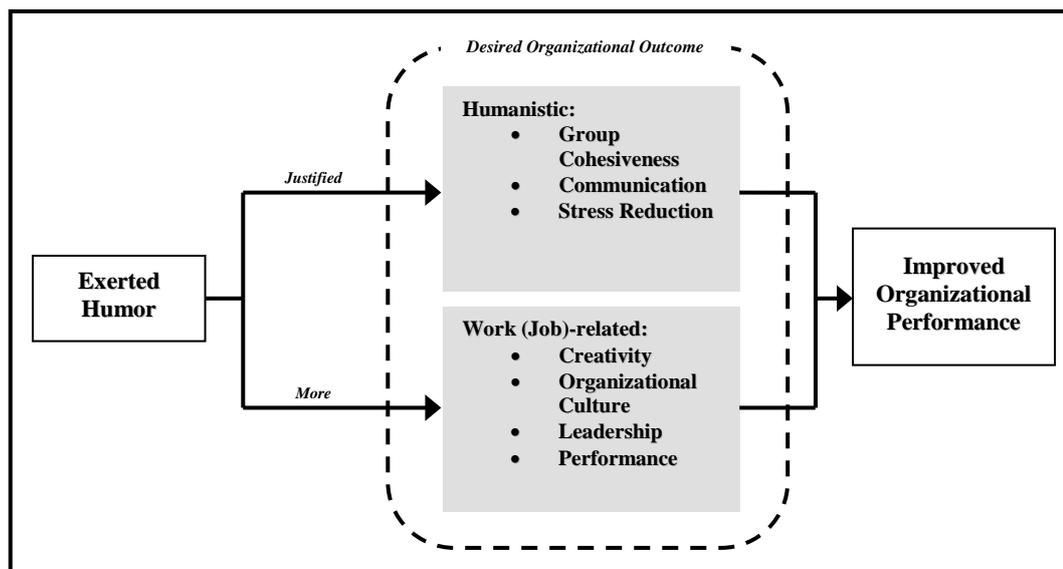
Perfection was sought all through the research phases but it is the nature of a human being not to attain perfection in any attempt due to many reasons that hinders from being so. Thus, this research attempt was conducted with embedded limitations that do not affect the quality of the findings but it is vital to admit them. The noticed limitations are as under:

- The literature resources on the topic of workplace humor were very limited in terms of grounded and empirical studies despite the narratives and the positive statements
- The cyclical form was assumed in the organizational humor model (OHM) which entails a hypothetical assumption that each of the performance criteria are explained by the desired organizational outcomes
- The study was based on the population which was assumed to account for all employees who occupy the three supervisory-leveled jobs in the ministerial structure in Oman as one pool
- The acquired sample size was considerably not enough in terms of boasting higher levels of research validity
- The performance criteria from the Omani civil service law were assumed to be independent variables which form the performance entity
- The merging of the "neutral" choice with "disagreement" choice in the questionnaire findings affected some of the acquired chi-squared test for association
- The Omani female management's perspective on workplace humor was not determined due to its minimal representation in the Omani public management structure. Hence, it was assumed to be having the same perspective as the male Omani public managers

## **5.6 Research Conclusion**

In conclusion, it was found that humor is very much evident in the Omani public sector formed in the ministries that are following the Omani civil service law which entails its uniqueness as a milieu that promotes humor at work with a sensed tendency towards using the affiliative humor style among the Omani public managers in addition to being self-enhancing on a personal level. It was also found that humor was not exerted during all work hours; instead it is situational in nature which supports most of the behaviorists. As for performance, the general finding was that humor affects performance in many ways but with a tendency towards the

development of a positive attitude and work atmosphere where it was found that humor directly affects the humanitarian outcomes that are group cohesiveness, communication, and stress reduction. However, it indirectly affects the work (job)-related outcomes that are creativity, organizational culture, leadership, and performance. Figure 5.1 summarizes the effect of humor upon the desired organizational outcomes.



**Figure 5.1:** The effect of humor upon the desired organizational outcomes

From the above figure, it shall be stated that workplace humor has a conditional relationship with organizational performance based on the type of the desired organizational outcome. More specifically, when humor is exerted at the Omani public workplace, it is apparent that the humanistic outcomes are affected with justified humor usage where in the moment humor is experienced in the work environment, the effect on the humanistic outcomes is apparent. On the other hand, it shall be stated that the effect on the work-related outcomes by workplace humor is not justified, yet it requires more exertion where the more humor is used the more the effect would be apparent on each of the job-related outcomes. Hence, this research explores the opportunities and explains the premise of a new humanitarian perspective of management.

## 5.7 Detailed Research Findings

A research on a relatively new topic such as workplace humor would be enriched with findings more than the attempt to answering the set questions and accomplishing the objectives. Hence, the general research findings are divided into two parts where the first part covers the findings that were derived from literature whereas the second part covers the findings that were derived from the study. The following subsections would list the findings for each part in detail.

### 5.7.1 Main Findings

The findings in this subsection were derived from reviewing and discussing the literature on the topic as they are:

- Workplace humor is defined as any amusing activity or communication within the organization that would result in positive emotions and reactions in the individual, work group, and organization
- Humor, fun, and joking are three terms that shall be used interchangeably since they refer to the same meaning of spreading joy, happiness, and laughter among the audience. However, the context will change the meaning as the term "fun" denotes to the act for feeling the pleasure whereas the term "joking" is the act of telling jokes
- The Islamic culture promotes positivity in the life of the Muslims and that is by fostering them to spread joy and happiness among themselves but within the set limits of being honest and not having the intention to hurt others with what was said or done
- There are four styles of humor that exist within an organization and they are: affiliative, aggressive, self-enhancing, and self-defeating. The first two are regarded as the external humor styles and the latter two are regarded as the internal humor styles
- There are two theories of workplace humor and they are: humor by situation theory and need for fun theory. The first theory emphasizes on

the justification of a suitable situation for workplace humor to be exerted in the organization whereas the second theory prospects that humor is a normal behavior of a human being to be expressed regardless of the situation since the drift to have fun is always present

- The situation in the context of workplace humor usage is understood from the purpose of using such humor where the purposes of using humor are: sword, shield, and value
- The true source of humor at the workplace is the management where they start from the fact that they are employees and without their support, how would humor be appreciated in the organization
- The workplace humor model (WHM) proposes a cyclical form to understand humor at work where the cycle starts with an intention that drives the initiator to use one of the humor styles that would be accepted by the audience where they would expose the intention in return
- Humor at work is effective in upraising work spirit which proves for a non-materialistic work incentive that contemporary managers and leaders shall adopt
- Workplace humor affects work performance in a positive way

### 5.7.2 Research Findings

The findings in this subsection were attained from the research attempt with respect to the research ambiance that is the civil service sector in Sultanate of Oman, and the they are:

- Workplace humor is very much evident in the day-to-day activities in the Omani public sector environment formed in the employees whom occupy the three supervisory-leveled positions (director general, director, section head) in the civil service ministries
- Omani public managers believe that humor at their workplace does not lessen the subordinates' respect towards them provided that they define

their own zone of humor and determine how their humor shall be perceived by the subordinate

- Omani public managers do not favor exerting humor at work that embraces racism or sexuality in the topics of the humor itself. However, it is possible that such humor would be exerted among the known ones to the manager at work
- Electronic mailing system is the most favored communicational technology by Omani public managers for spreading humor at work followed by telephonic technology and finally short messaging system (SMS) in mobile technology
- Omani public managers realize that humor is a vital trait in their management style and they are aware of the advantages and the disadvantages of exerting it at their workplace
- There is a clear difference between spreading humor because of being the superior and accepting humor because of the superior as the first one is tied with the superior's intention whereas the second is tied with the condition of the subordinate
- Omani public managers prefer coffee and tea breaks to spread humor among their subordinates
- Omani public managers do admit that humor at work is a profound communicational tool but they disagree to abuse it or hiding work errors
- Omani public managers do not favor using humor during meetings as it violates the rules of conduct and work ethics in respecting the produced decisions and processes
- Omani public managers are situational in terms of their humor usage and do not support all-time humor where they favored spending up to 25% of their work time being humorous with their subordinates
- Omani public managers like to express their humor when they base their suitable situation where the most suitable situation was in being them to know and get along with their subordinates followed by the tea/coffee breaks and the situation of being him/her the boss. The third in row was the situation of expressing humor during work hours where other

situations were the least adopted or not entertained by Omani public managers

- Omani public managers do not express their interest towards using aggressive humor with their subordinates. Instead, they like to develop more bonds and strengthened relationships with their subordinates. Thus, they are more on affiliative humor style than aggressive
- Omani public managers do not like to be humorous at their workplace with the expense of losing their dignity. Thus, they do not favor self-defeating humor and they are much towards self-enhancing humor style
- Workplace humor was found to have a direct effect, by justified exertion, for attaining the humanistic desired organizational outcomes (group cohesiveness, communication, and stress reduction)
- Workplace humor was found to have an indirect effect, by requiring more humor exertion, for attaining the work (job)-related desired organizational outcomes (creativity, organizational culture, leadership, and performance)

## **5.8 Research Recommendations**

The following recommendations are derived from the research arguments and discussions pertaining to the Omani public sector where they are presumed to be an advice for Omani public officials and managers:

- The Omani officials in the civil service sector should focus on training Omani public managers and subordinates on tackling work and life stress by being more positive and that is by utilizing self-enhancing humor
- The Omani public managers are advised to utilize the electronic mailing systems in their organizations (ministries, public authorities, and etc.) to spread humor among their subordinates
- Awareness shall be provided to Omani public managers about the usefulness of utilizing mobile telecommunication technologies such as short messaging system (SMS) in exerting humor at their workplace

- The Omani public officials are advised to utilize the case study approach as a viable research strategy in researching managerial topics and studies pertaining to their work environments

## **5.9 Implications for Future Research**

Generalisability in business studies is very much rare due to the reasons that were elaborated upon in chapter three and therefore, the generalisability factor of such researches is always sought through the possible implications for futuristic research attempts. Hence, the following two subsections provide insights on future research in literature advancement and on Oman.

### **5.9.1 Implications on Literature Advancement**

- Thorough researches could be undertaken on studying the effect of managerial humor in the private sector organizations which will provide another perspective towards organizational humor and would avail for a clear comparison with the employees' point of view towards their generated-humor
- A thorough research attempt shall be undertaken to investigate the functionality of humor among female managers and supervisors. This would provide an empirical grounding to compare the managerial activity between the two genders in terms of humor usage and its effect upon performance
- A study could be undertaken by comparing the exerted humor by managers and the exerted humor by their subordinates and how both would support in building group cohesiveness. This entails studying the inter-relationships among each work group or department from different work settings and cultures if applicable in order to add richness in the findings and support the generalisability of such results if any

- This research shall be advanced further by studying the effect of each situation or occasion upon the relationship between humor exertion and each of the two attained performance dimensions. This would entail a quantitative approach by employing a hierarchical multivariate regression modeling technique in order to optimize the state of the relationship
- Thorough research attempts could be carried on studying the applicability of humor-by-situation theory in different and special work environments such as financial controllers, national security agencies, educational institutions, manufacturing settings, and general service sector organizations
- The control theory shall be investigated further by a thorough study in different work settings and studying how humor could be utilized in supporting it. This requires a review upon the implementation of William Glasser's hierarchy of needs in organizations having the need for fun as the ultimate need a person shall reach and accomplish
- A research could be carried on studying the possibility of having a tradeoff for the organizational employees to choose between the humanitarian motivation formed in the humorous and fun-like work milieu or to choose the materialistic motivation presented in the normal financial incentives
- A thorough research could be undertaken on the possibility of adopting workplace humor as a normal organizational culture and studying its effect on the employees which will entail a critical comparison with other international organizations that embodied such a culture such as Southwest Airlines, People Soft, and Kodak
- A thorough research attempt shall be carried on studying the effect of workplace humor on team building, developing group work, and group management. The attempt will be to investigate the strength of humor in forming such grouping and its ability in creating synergized efforts to attain its objectives
- A research could be carried on studying the effect of exerting aggressive humor style with sexual and racial topics on the management and the employee in other organizational settings and sectors. It would entail

defining the types and methods whereby aggressive humor would be exerted at work and how organizational members are receiving such a behavior. It is also noted that this proposed study shall include the effect of humor among male-male, female-female, and male-female work groups

- A research could be carried on studying the possibility of developing workplace humor as a leadership trait for effective leaders. This would entail comparing humor to other leadership theories such as the trait theory and the transformational leadership theory, and how humor shall become a key role in strengthening the leadership initiatives within organizations in addition to reducing the resistance to be lead, particularly in the Arab work environments
- A research could be carried on studying the exertion of humor at work by utilizing the possible methods and techniques with respect to cultural and environmental differences via information technology. Such technology is formed in the advancement of communication such as internal and external portals, and social media networks based on Facebook, Tweeter, Keek, Instagram and the like
- A thorough research shall be undertaken to study the effect of the humor or humor functionality given the antecedent aspect of performance over humor usage. This would entail a true investigation of the driving effect, if any, of each of the desired organizational outcomes upon exerting humor or not
- This research attempt could be undertaken in other countries such as the neighboring Gulf Cooperative Countries (GCC) with respect to their cultural diversity and structure. The study will provide a solid grounding for studying social differences and the effect of humor in unifying or abolishing relationships among work peers in their organizations

### 5.9.2 Implications on Oman

- A further social research shall be conducted on the Omani cultural aspects which will allow future studies to understand the ambiance within which humor is exerted
- Investigating the possibility for utilizing the concept of humor at work by Omani leaders in reducing the organizational change-resistance in the public sector by adopting humor as a leadership trait that would aid the change agent in his/her mission
- Studying the effect of workplace humor on each of the three supervisory leveled positions in the Omani public sector (Director General, Director, and Section Head) and comparing it with the differences between the three managerial levels in the normal organization
- Further investigation shall be undertaken in order to compare the direct and the indirect effect of workplace humor on work motivation with other motivational theories, especially in the public sector
- Studying the phenomenon of workplace humor from the Omani female public-managers' perspective in order to provide a different view of Omani workplace humor and capitalize on it if applicable
- Researching the possibility for utilizing the aspect of the Omani workplace humor in the Omani educational sector by observing its effect on the student performance. This will aid in pioneering new teaching styles and techniques for Omani teachers
- Researching the effectiveness of humor in conducting training sessions and workshops. This will assist current and potential Omani trainers in understanding the dos and don'ts of training given the humorous aspects especially for the supervisors and employees of the Omani civil service sector
- Studying the effectiveness of using humor in marketing activities, promotion, and advertisement in Oman provided that it encompasses different cultural backgrounds. This prospected attempt would avail for studying the humor's applicability in providing better customer satisfaction by touching a sensitive aspect to Omanis

## **5.10 Conclusion**

This study was on a justified exploration and explanation of the functionality of the phenomenon of humor at the workplace. The study was a unique research on an interesting aspect of the Omani society which supported the understanding of many work attitudes in the Omani public organizations and would guide towards future research attempts in other work settings and sectors. It was concluded that humor does play a significant role in the daily management practices in the Omani public sector but with consideration towards the suitable situation for exerting it. It was also found that humor does affect organization performance by referring to the humanistic and the work (job)-related performance determinants. Hence, workplace humor is inevitable in the life of every human being and it is natural to experience it within an organization but it shall be exerted in way to boost the performance and reduce any discrepancies that might occur for such usage. In short, by the power of authority, a manager shall force the subordinate to do anything but he/she can own the subordinate by drawing a humble smile on their faces with a simple joke.

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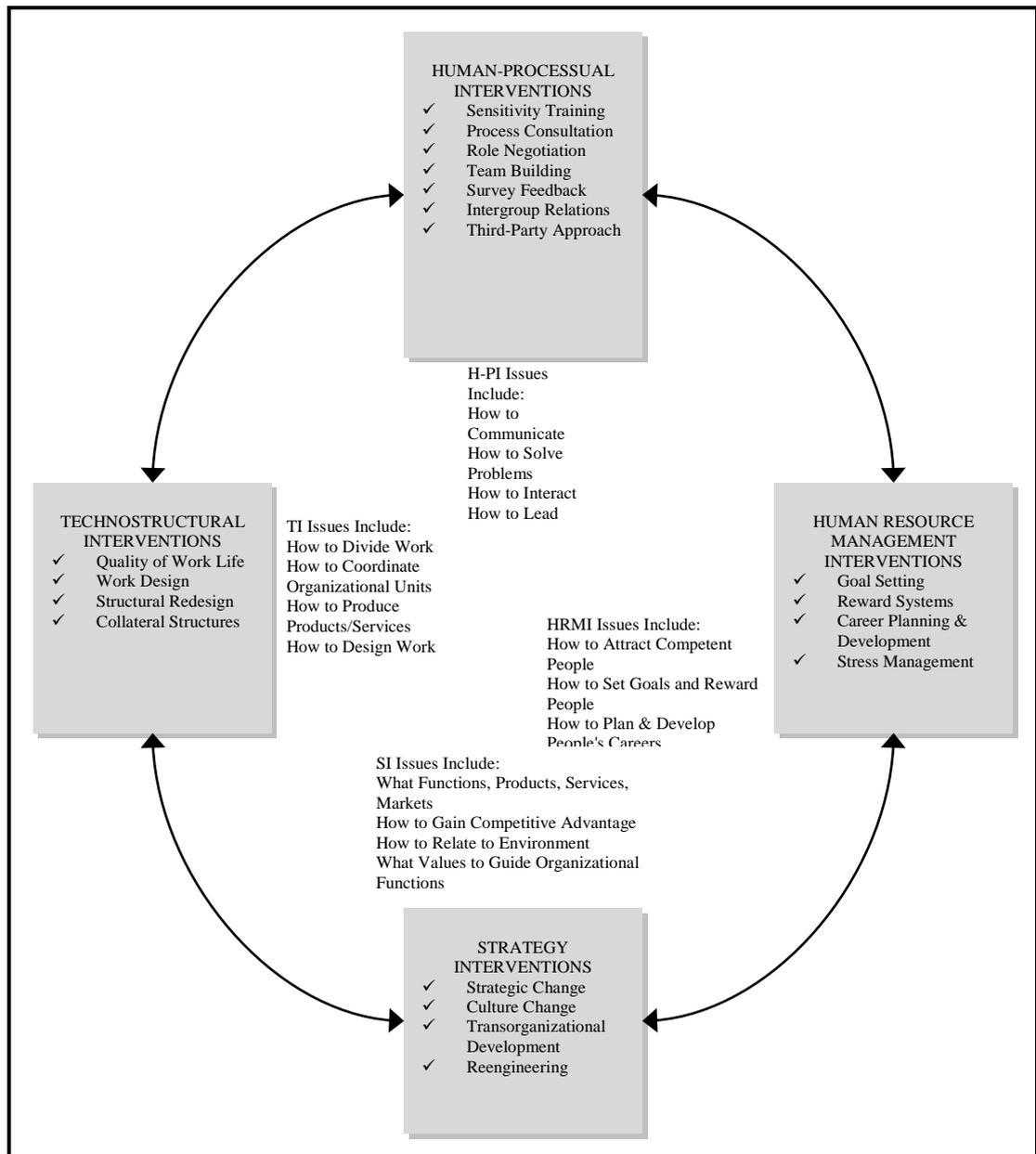
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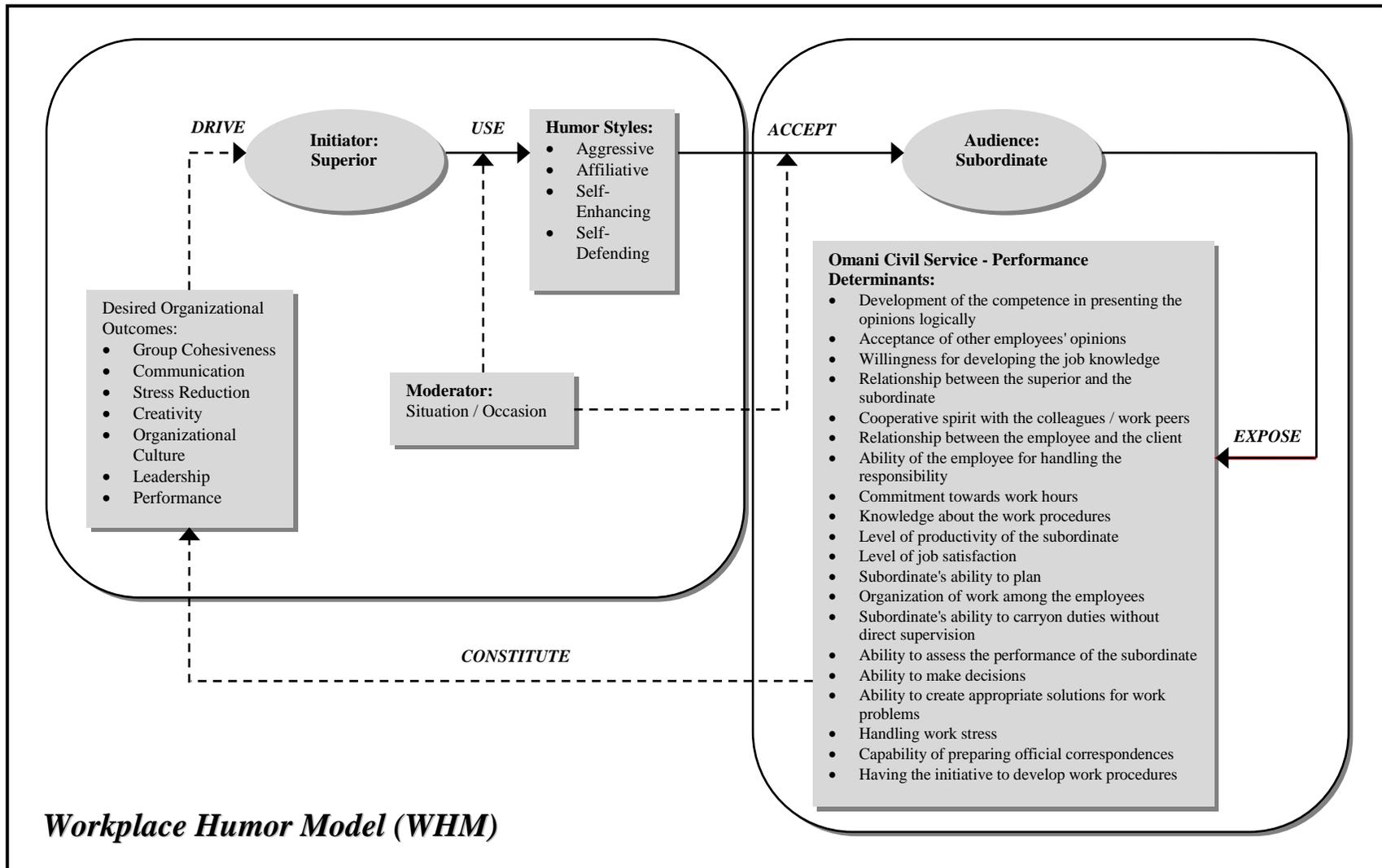
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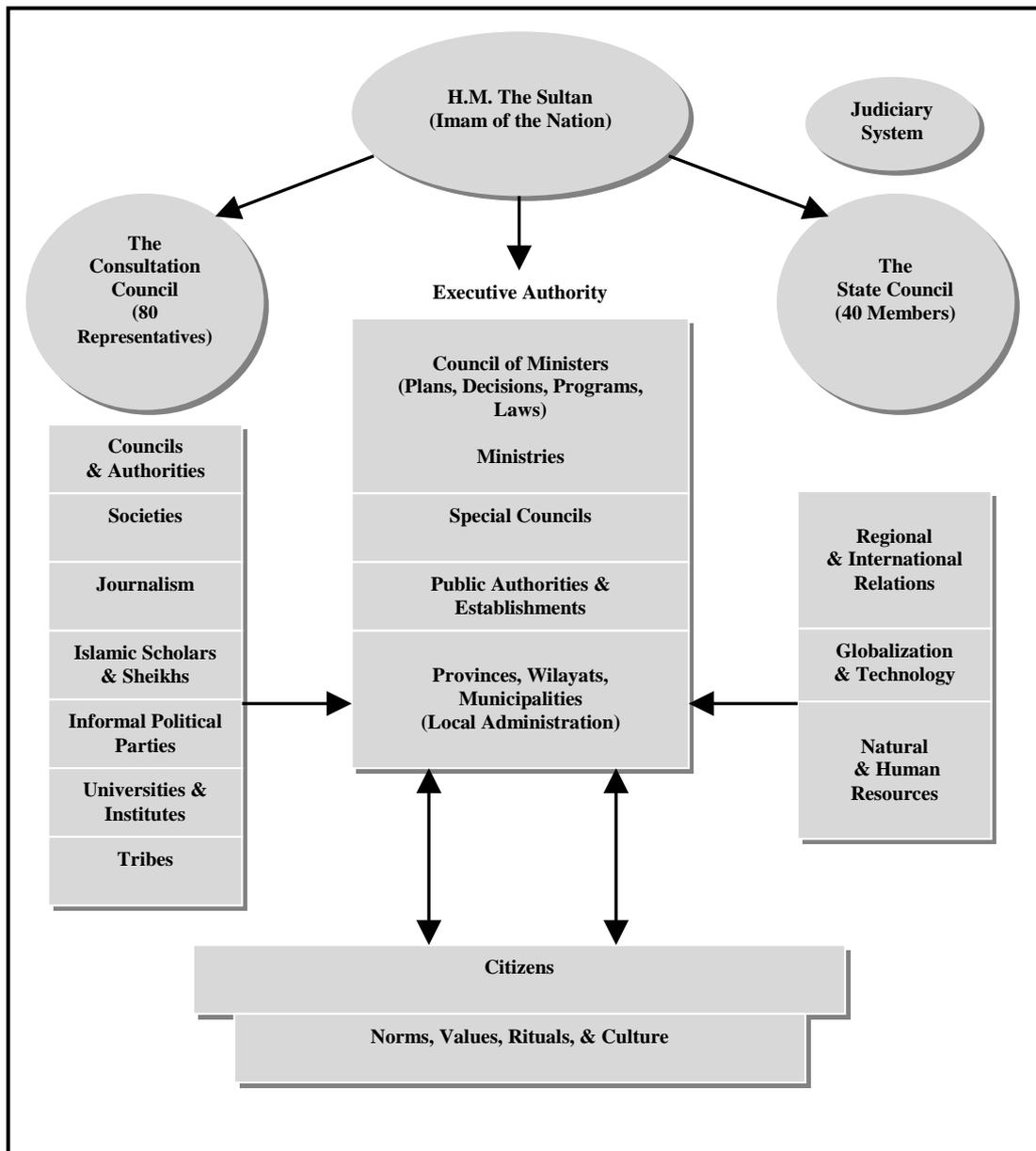
Organization Development (OD) interventions







The Omani Public Administration Environment (Mohammed, 2005: 76)



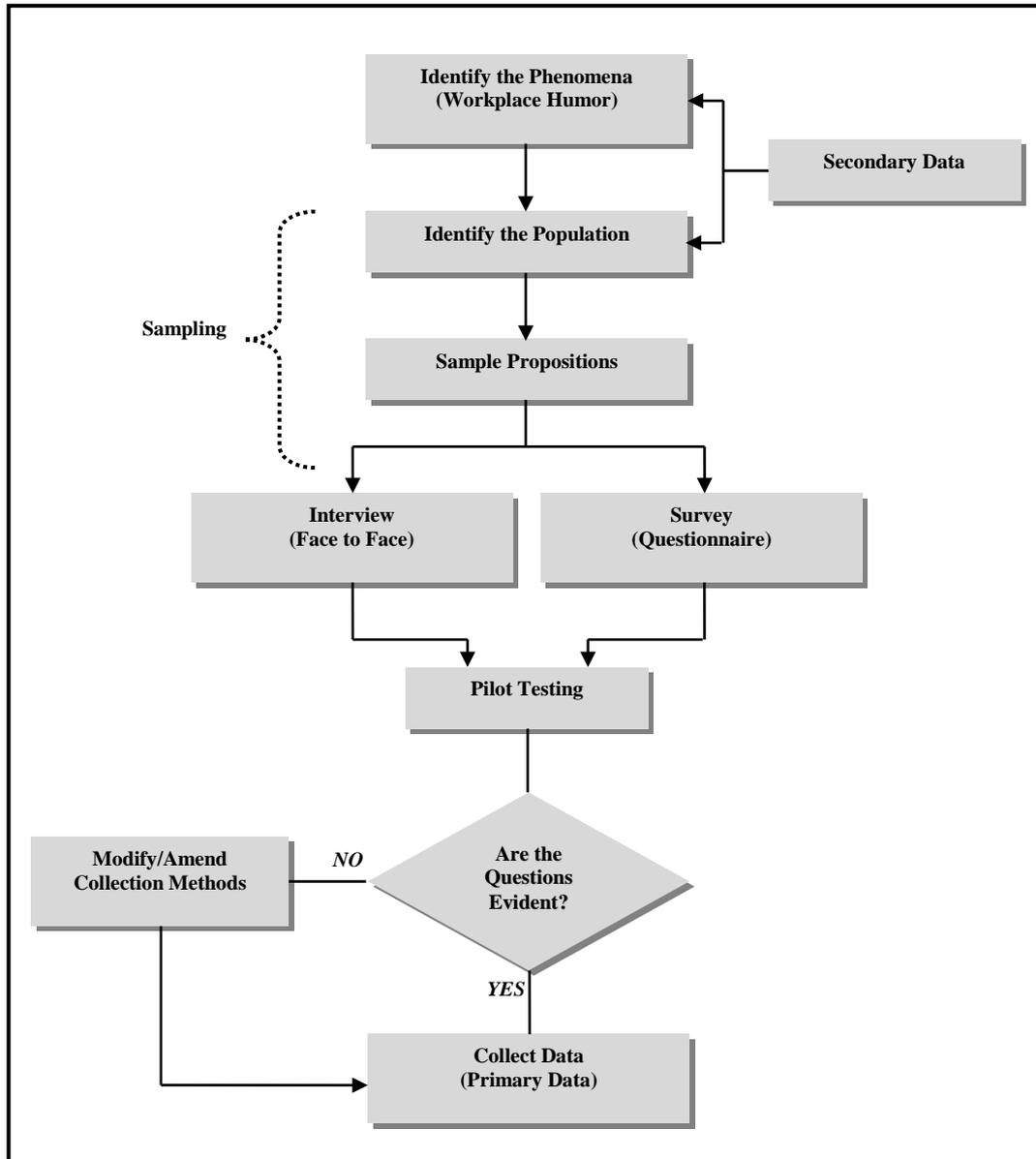
The 37 public agencies that serve under the Omani civil service law are as following (Ministry of Civil Service, 2010):

1. Office of Personal Representative of His Majesty
2. Office of Deputy Pry-Minister for Council of Ministers
3. Office of Special Advisor to His Majesty for External Liaison
4. Office of His Majesty's Personal Advisor for Economic Planning Affairs
5. Office of Representative of His Majesty
6. Governorate of Muscat
7. Office of the Minister of State and Governor of Dhofar
8. Supreme Committee for National Day's Celebrations
9. The Council of Higher Education
10. Tender Board
11. Ministry of Civil Service
12. Ministry of Oil and Gas
13. Ministry of Health
14. Ministry of Transportation and Communication
15. Ministry of Housing
16. Ministry of Social Development
17. Ministry of Manpower
18. Ministry of Justice
19. Ministry of Awqaf and Religious Affairs
20. Ministry of Heritage and Culture
21. Ministry of Education
22. Ministry of Higher Education
23. Ministry of Commerce and Industry
24. Ministry of Interior
25. Ministry of Agriculture
26. Ministry of Regional Municipalities and Water Resources
27. Ministry of Foreign Affairs
28. Ministry of Information
29. Ministry of Finance
30. Ministry of National Economy
31. Ministry of Legal Affairs
32. Ministry of Tourism
33. Ministry of Sports Affairs
34. Ministry of Environment and Climate Affairs
35. Ministry of Fisheries Wealth
36. Public Authority of Craft Industries
37. Institute of Public Administration

The main responsibilities and duties of the civil service council are as following (Ministry of Legal Affairs, 2002):

- Establishment of the public policies pertaining to civil service along with the related administrative developmental plans and determining its implementation methods, and forwarding any recommendations to the council of ministers
- The approval upon the prospected regulations and charters pertaining to civil service and recommending the necessary towards the related entities
- Development of the civil service system and raising the effectiveness of work methods and practices
- Review the policies, systems, and the distribution of salaries, allowances, and bonuses and proposing any amendments to the council of ministers
- The attestation of the systems concerning the administrative control in order to verify the correctness in the implementation of the laws, regulations, and charters pertaining to civil service
- Determination of the policies and rules that systemizes recruitment, rehabilitation, and training that would utilize the civil service workforce and upraises its productivity
- The approval upon any amendments to the executive charter of the civil service law
- The approval for the recruitment and the rejoining of the special grade employees that is attached to the civil service law and determining their levels and salaries
- The approval for conferring the allowances stated in subject (57) of the executive charter of the civil service law and upon the regulations and conditions stated within
- The raise for the minimum ranged salary or conferring an exceptional salary particularly in individual cases that are stated in the law of salaries and end-of-service bonuses
- The study of any subjects and matters that are presented by ministry of civil service to the council and deciding on the necessary actions upon
- The presentation of the annual report to the council of ministers regarding the status of the state-public administration under the civil service system and proposing any development or amendments

Data collection plan as adapted and amended from Collis and Hussey (2003) and reflected upon this thesis:



## FACE-TO-FACE INTERVIEW

<b>Interview No:</b> of 30 sessions	<b>Date:</b> /    / 2010
<b>Interviewee Name:</b>	<b>Contact:</b>

Start tape recording the interview.

Start by thanking the interviewee for giving the chance in sharing his/her thoughts in the studied subject. Assure the interviewee that the session will not last too long and you have only 9 question sets to ask. Emphasize that you appreciate the interviewee's valuable time and input in the interview and the research in general.

- Question 1:** Are you humorous in your general life?
- Question 2:** Are you humorous with your family? Ask for an instance?
- Question 3:** Do you believe that Omanis are humorous by nature? How?
- Question 4:** Do you believe in using humor at your workplace? If he/she says "I do not believe", then ask question 9. Why?

Shall you please think of an incident(s) / occasion(s) during work hours where you had been humorous with one or more of your subordinate(s)?

If he/she could not recall of such try again by providing few examples of humor at work and if he/she still persists then go to question set 6 and then question 9.

If he recalls or denotes remembrance, then ask the following questions:

- Question 5 (Set):**
- Was it with a section head / director?
  - Could you describe what happened exactly in that incident/occasion?
  - How much time you spent with your subordinate(s)?
  - How shall you judge/describe that your subordinate(s) accepted your humor and reacted upon it?
  - What was your intention from being humorous in that incident/occasion? If he/she denotes to performance, then go to question 7 after finishing the questions
  - Describe the forms/styles of humor used with your subordinate(s) in that incident?
  - How was humor beneficial – on you and/or subordinate(s) – in the incident?

Do you remember anytime you had been humorous with a subordinate(s) and you felt embarrassed? If he/she recalls, ask the following questions:

- Question 6 (Set):**
- Was the subordinate from the other gender? / Ethnic group (Zanzibari, Belushi, Bedwin)?
  - How often you deal with that subordinate(s) / How often you meet with that subordinate?

- Why you were embarrassed in that situation?
- Did you happen to be humorous with him/her after that situation? If not, Why?
- Do you agree that a manager shall be always humorous in his/her workplace regardless of the situation? Mention instances?

**Question 7 (Set):** How does humor at work affect employee performance?

- Shall you reflect upon the previous incidents? / Shall you tell me about instances at your work where it was true?
- What was the criterion that you built upon your judgment? / How did you come to a conclusion that the performance of the subordinate(s) was raised because of your humorous act?
- If I provide you with statements that reflect performance, would you tell me how your humor at work would affect your subordinate(s) in accordance with each statement? (State each statement by saying: "How does your humor usage affect the (criterion) upon your subordinate(s)?"

	Development of the competence in presenting the opinions logically
	The acceptance of other employees' opinions
	The willingness for developing the job knowledge
	The relationship between the supervisor and the subordinate
	The cooperative spirit with the colleagues/work peers
	The relationship between the employee and the clients
	The ability of the employee for handling the responsibility
	The commitment towards work hours
	The knowledge about the work procedures
	The level of productivity of the subordinates
	The level of job effectiveness
	The subordinate's ability to plan
	The organization of work among the employees
	The subordinate's ability to carry on duties without direct supervision
	The ability to assess the performance of the subordinate
	The ability to make decisions
	The ability to create appropriate solutions for work problems
	Handling work stress
	The capability of preparing official correspondences
	Having the initiative to develop work procedures

**Question 8:** Do you advice other (Dir. Gen./Dir./Sec. Heads) to adopt humor at their work setting? Why?

**Question 9:** What could be the possible disadvantages of exerting humor at work in your opinion?

- What hinders you from using humor at work?
- Ask about his/her opinion about humor with sexual and racial topics? How does it affect the Omani work environment?

Stop the tape recorder.

Thank him/her again for his/her time and assure him/her that a copy of the results will be sent to him/her once the research is finished.

# إستبيان عن الإشرافيين العمانيين الفكاهيين HUMOROUS OMANI SUPERVISORS QUESTIONNAIRE Does Humor Influence Performance?

Dear Director Generals/Directors/Section Heads,

This questionnaire is a partial requirement for completing a doctoral degree in management philosophy at the Malaysian University of Technology (UTM). The study is intending to investigate the state and usage of humor in the governmental establishments which are under the civil service law in the Sultanate of Oman.

The questionnaire should take you about 15 to 20 minutes to complete. All questions are direct answering type where you are required to tick the box corresponding to your most appropriate choice. You should not spend so much time on any question. Your first thoughts are usually your best!

The questionnaire consists of 3 parts where the first one is to evaluate the usage of humor in your life. Whereas the second and the third parts are to evaluate your superior upon the situations that he/she uses humor within and to evaluate the effect of your superior's humor on the performance of his/her subordinates.

Please fill the questionnaire freely. You will not be identified from the information you provide. Also, I assure you that all the information you provide will be treated in the strictest confidence where no one is allowed to access data else than the researcher. Your input is vital in understanding the behavioral side of Omani supervisors when they are humorous at work and its influence in raising employee performance.

After completing the questionnaire, kindly hand/send it to Director of Personnel Affairs or Director of Human Resources at your respected premises with due caution that no one should observe the content unless the person representing the mentioned position.

I hope you find completing this questionnaire enjoyable enough, and thank you for spending the time in being an active part of this significant research. You will be informed of the summarized results at the end of the study. If you have any queries about the questions or the study, you are most welcome to ask at the contacts mentioned below.

أعزائي /مدراء العموم/مدراء الدوائر/رؤساء الاقسام/ ،

هذا الإستبيان هو جزء من مشروع علمي لإستكمال رسالة الدكتوراه في فلسفة الإدارة بالجامعة الماليزية للتكنولوجيا ، حيث أن موضوع البحث يهدف إلى دراسة وضع وآلية استخدام الفكاهة في المؤسسات الحكومية والتي هي منضوية تحت مظلة قانون الخدمة المدنية في سلطنة عمان.

إن عملية ملأ هذا الإستبيان سوف تستغرق ما بين 15 إلى 20 دقيقة من وقتكم الكريم. جميع الأسئلة مصاغة بصورة مباشرة حيث ينبغي وضع علامة "صح" على الإجابة التي تحدد إختياركم. لا ينبغي إستنفاد وقت على أي سؤال ، لأن الإجابة المتبادرة إلى ذهنكم أولاً هي المثلى في الغالب!

يتكون الاستبيان من 3 أقسام ، حيث أن القسم الأول يعنى بتقييم استخدامك للفكاهة في حياتك العامة. أما القسم الثاني والثالث فهما معنيان بتقييم مسؤولك المباشر من حيث الأوضاع التي يستخدم فيها الفكاهة وكذلك تقييم مسؤولك المباشر حول أثر استخدامه للفكاهة مع مرؤوسيه على الأداء الوظيفي لهم.

أرجوا ملأ الإستبيان بكل أريحية حيث أن شخص المشارك لن يتم التعرف عليها من خلال المعلومات المدونة في الإستبيان. إضافةً إلى تأكيدنا على أن المعلومات المقدمة من جانبكم سوف يتم التعامل معها بسرية تامة حيث أن المعلومات لن يطلع عليها أحد إلا الباحث فقط. مشاركتكم في هذا الإستبيان مهمة لفهم الجانب السلوكي للإشرافيين العمانيين عندما يكونون فكاهيين في نطاق أعمالهم ، ومدى تأثير ذلك على رفع مستوى أداء الموظف.

بعد الفراغ من ملأ الإستبيان ، نرجوا تكرمكم بتسليمه / إرساله إلى مدير شؤون الموظفين / مدير دائرة الموارد البشرية بجهتكم الموقرة مع التأكد من عدم إطلاع أحد على المعلومات المدونة إلا من قبل الشخص الحال في المسمى الوظيفي المذكور.

أرجوا أن تجدوا المتعة في ملأ هذا الإستبيان ، وأشكر لكم وقتكم الذي إستقطعتموه لكي تكونوا جزءاً حيوياً من هذا البحث المهم. سوف يتم إفادتكم بمختصر لنتائج البحث بعد الفراغ من الدراسة. وإذا ثمة إستفسار حول أسئلة الإستبيان أو ماهية البحث ، فأني أرحب بها على وسائل الاتصال المبينة أدناه.

الباحث / هادي بن صالح بن سالم العوبثاني

The Researcher \ Hadi Saleh Salim Al Obthani

الجوال : 99310760

البريد الإلكتروني: hadisaleh@gmail.com

القسم الأول: الفكاهة في حياتك  
PART ONE: HUMOR IN YOUR LIFE

What do you think about the following statements on the usage of humor in your life: ما هو رأيك في الفقرات التالية والتي تتعلق بكونك فكاهياً في حياتك العامة:		Strongly Agree أوافق بشدة	Agree أوافق	Neutral محايد	Disagree لا أوافق	Strongly Disagree لا أوافق بشدة
1	I am always humorous with my family members. أنا دائماً فكاهي مع أفراد أسرتي.					
2	I am always humorous with my friends. أنا دائماً فكاهي مع أصدقائي.					
3	I am always humorous with my subordinates. أنا دائماً فكاهي مع موظفي.					
4	I am humorous by nature with my subordinates. أنا فكاهي بالفطرة مع موظفي.					
5	I believe that Omanis are humorous by nature. أؤمن بأن العمانيون فكاهيون بالفطرة.					
6	I celebrate when one of my employees receives good news. أنا أشارك الموظف فرحته إن حصل على أخبار سارة.					
7	I believe that humor is a day-to-day activity in my department. أؤمن بأن الفكاهة جزء من الحياة اليومية في القسم التابع لي.					
8	I believe humor is a day-to-day activity in the Omani public sector. أؤمن بأن الفكاهة جزء من الحياة اليومية في القطاع العام العماني.					
9	I allow my subordinates to be humorous with me. أنا أسمح لمؤسسي بأن يكونوا فكاهيين معي.					
10	In general, I believe that humor does not lessen my employees' respect to me. عموماً ، أؤمن بأن الفكاهة لا تقلل من إحترام الموظفين لي.					
11	I believe that a manager should have fun with the employees. أؤمن بأن المدير يجب عليه أن يمرح مع الموظفين.					
12	I accept my subordinates to laugh at me on my face. أتقبل ضحك المؤوسين علي في وجهي.					

13	When I feel stressed of work, I make myself laugh from anything to reduce its effect. إذا أحسست بضغط العمل ، أضحك نفسي من أي أمر حتى أقلل من تأثيره.					
14	I use ethnic humor with few of my employees. أستعمل الفكاهة العرقية مع بعض موظفي.					
15	Mobile text messages are a key method to spread humor among my subordinates during work hours. الرسائل النصية للهاتف النقال هي أداة أساسية لنشر الفكاهة ضمن مرؤوسيّ في ساعات العمل.					
16	Humor upon embarrassing topics is well accepted by my employees. الفكاهة حول المواضيع المخجلة يتم تقبلها بشكل جيد من قبل موظفي.					
17	I believe managers should be humorous in their management style. أؤمن بأن المدراء يجب أن يتبنوا الفكاهة في أسلوب إدارتهم.					
18	I accept humorous emails from my employees. أنا أتقبل البريد الإلكتروني الفكاهي من قِبَل موظفي.					
19	I enjoy joking with my employees while I talk to them by phone. أستمتع بالمزاح مع موظفي خلال محادثتي أياهم عبر الهاتف.					
20	I joke with my employees about my direct supervisor. أمزح مع موظفي حول مسؤولي المباشر.					
21	I believe that humor is a vital trait for a successful manager. أؤمن بأن الفكاهة صفة مهمة للمدير الناجح.					
22	I am a positive person in my life. أنا شخصٌ إيجابي في حياتي.					

القسم الثاني: قِيِّم مسؤولك – الفكاهة حسب الوضع

PART TWO: EVALUATE YOUR SUPERIOR - HUMOR BY SITUATION

What do you think about the following statements when your superior is humorous with you/other subordinates: ما هو رأيك في الفقرات التالية ، عندما يكون مسؤولك المباشر فكاهياً معك / مع مرؤوسين آخرين:		Strongly Agree أوافق بشدة	Agree أوافق	Neutral محايد	Disagree لا أوافق	Strongly Disagree لا أوافق بشدة
23	Degree of humor usage at work depends on the position your superior is occupying. كمية الفكاهة المستخدمة في جو العمل تعتمد على نوعية المنصب المشغول من قِبَل مسؤولك.					

24	<b>Other employees accept your superior's humor because he/she is their boss.</b> الموظفون الآخرون يقبلون فكاهات مسؤولك لأنه/ها المسؤول عليهم.					
25	<b>Your superior uses humor at work in hope for some materialistic return.</b> مسؤولك يستعمل الفكاهة في جو العمل على أمل الحصول على عائد مادي.					
26	<b>Your superior jokes with the employees when he/she first see them in the morning.</b> يمزح مسؤولك مع الموظفين حينما يلقاهم في أول الصباح.					
27	<b>Your superior jokes with the employees while they are working.</b> يمزح مسؤولك مع الموظفين عندما هم يعملون.					
28	<b>Your superior jokes with the employees in all work hours.</b> يمزح مسؤولك مع الموظفين طيلة ساعات العمل.					
29	<b>Using humor in the wrong time at work yields misunderstanding from the subordinates.</b> إستخدام الفكاهة في الوقت الغير مناسب بالعمل ينتج عنه سوء فهم من قبل المرؤوسين.					
30	<b>Humor works well when your superior's employees are under work stress.</b> الفكاهة تعمل بشكل جيد عندما يكون موظفو مسؤولك تحت ضغط العمل.					
31	<b>Your superior believes that humor should be used in leisure time.</b> يؤمن مسؤولك بأن الفكاهة يجب أن تستعمل في أوقات الفراغ.					
32	<b>Your superior believes that humor should always be used at work.</b> يؤمن مسؤولك بأن الفكاهة يجب أن تستعمل دائماً في جو العمل.					
33	<b>Joking with your superior is a good way to express your disagreement on a work matter.</b> المزاح مع مسؤولك المباشر هي طريقة جيدة لبيان عدم تأييدك لأمر يخص جانب العمل.					
34	<b>Your superior jokes with the employee if he/she would like to get along with him/her.</b> يمزح مسؤولك مع الموظف إذا كان يود أن يتعرف عليه/ها أكثر.					
35	<b>Your superior becomes humorous with the subordinates in the tea/coffee break.</b> يصبح مسؤولك فكاهياً مع المرؤوسين في إستراحة الشاي أو القهوة.					
36	<b>Your superior likes to use aggressive topics in his/her humor at work.</b> يفضل مسؤولك إستخدام المواضيع العنيفة في فكاهاته/ها في جو العمل.					

37	Your superior considers any meeting without humor as a failure. يُبيدُ مسؤولك أن أي إجتماع من دون فكاهة فاشلاً.				
38	Using humor with your superior is a good way to hide your work mistakes. إستخدام الفكاهة مع مسؤولك المباشر هي طريقة جيدة لإخفاء أخطائك في العمل.				
39	Your superior believes that humor is significant anytime during work hours. يؤمن مسؤولك بأن الفكاهة مهمة في جميع أوقات ساعات العمل.				

40	How much time of the duty hours your superior spends being humorous with his/her subordinates? كم من الوقت خلال ساعات العمل ينفقه مسؤولك في ممارسة الفكاهة مع مرؤوسيه/ها؟  (Please tick your appropriate box) (الرجاء إختيار الإجابة المناسبة لرأيك)	76 – 100% of the time. 76 – 100 % من الوقت.	
		51 – 75% of the time. 51 – 75 % من الوقت.	
		26 – 50% of the time. 26 – 50 % من الوقت.	
		1 – 25% of the time. 1 – 25 % من الوقت.	

القسم الثالث: قِيَم مسؤولك – الفكاهة والأداء الوظيفي

PART THREE: EVALUATE YOUR SUPERIOR – HUMOR & WORK PERFORMANCE

Evaluate the effect of humor usage by your superior on the subordinates in terms of the following criterions: قيّم أثر استخدام الفكاهة من قبل مسؤولك على المرؤوسين وذلك من خلال المعايير التالية:		Strongly Agree أوافق بشدة	Agree أوافق	Neutral محايد	Disagree لا أوافق	Strongly Disagree لا أوافق بشدة
41	By using humor, employees love their workplace more. بإستخدام الفكاهة ، الموظفون سوف يحبون جو عملهم أكثر.					
42	Humor at work reduces absenteeism. الفكاهة في جو العمل تقلل من الغياب.					
43	Humor at work reduces work errors. الفكاهة في جو العمل تقلل من الأخطاء الوظيفية.					
44	Humor at work aids in reducing change resistance of the subordinates. الفكاهة في جو العمل تساعد في التخفيف من موجة عدم قبول التغيير من قبل المرؤوسين.					
45	Workplace humor works well in reducing the level of job stresses. الفكاهة في جو العمل تعمل بشكل جيد على تقليل حدة ضغوطات العمل.					

46	<b>In general, humor at work raises work motivation.</b> الفكاهة في جو العمل ترفع من مستوى التحفيز الوظيفي في العموم.					
47	<b>Employees love to work after duty hours if there is fun at their work milieu.</b> الموظفون يحبون العمل لساعات إضافية بعد الدوام إذا كان هناك مرح في أجواء عملهم.					
48	<b>Humor at work assists in leading the subordinates to accept authority.</b> الفكاهة في جو العمل تساعد في جعل المرؤوسين يتقبلون السلطة.					
49	<b>Group cohesiveness is raised by using humor at work.</b> مستوى الإلتحام الجماعي في العمل يزيد باستخدام الفكاهة في جو العمل.					
50	<b>Workplace humor strengthens the ability to assess the performance of the subordinates.</b> الفكاهة في جو العمل تعزز من القدرة على تقييم أداء المرؤوسين.					
51	<b>Humor at work raises the employee-willingness for developing job knowledge.</b> الفكاهة في جو العمل تزيد من وعي الموظف تجاه تنمية المعرفة الوظيفية.					
52	<b>Humor at work leads to a strengthened cooperative-spirit with the colleagues.</b> الفكاهة في جو العمل تؤدي إلى تقوية روح التعاون مع الزملاء.					
53	<b>Workplace humor raises the capability of initiating developed work procedures.</b> الفكاهة في جو العمل ترفع من قدرة الموظف على المبادرة إلى تطوير أساليب العمل.					
54	<b>Humor at work raises the ability of the subordinates to plan.</b> الفكاهة ترفع من قدرة المرؤوسين على التخطيط.					
55	<b>Humor usage assists in developing the employee-competence in presenting opinions logically.</b> الفكاهة تساعد في تنمية قدرة الموظف على التعبير عن آراءه بمنطقية.					
56	<b>Workplace humor strengthens the capability of preparing official correspondences.</b> الفكاهة في جو العمل تعزز من المقدرة على إعداد المراسلات الرسمية.					
57	<b>Humor raises the level of the employee responsibility-handling.</b> الفكاهة ترفع من قدرة الموظف على تحمل المسؤولية.					
58	<b>Workplace humor is significant in strengthening the relationship between the employee and the clients.</b> الفكاهة مهمة في تقوية العلاقة بين الموظف والمراجعين.					

59	Humor at work raises the level of job effectiveness among the employees. الفكاهة في جو العمل ترفع من مستوى الاتقان في العمل لدى الموظفين.					
60	Humor at work raises the level of employee knowledge about work procedures. الفكاهة في جو العمل ترفع من مستوى معرفة الموظف بإجراءات العمل.					
61	By using humor with the subordinates, the level of their productivity is upraised as a result. باستخدام الفكاهة مع المرؤوسين فإن مستوى الانتاجية لديهم يرتفع على إثر ذلك.					
62	Humor at work strengthens the relationship between the superior and the subordinate. الفكاهة في جو العمل تقوي من أواصر العلاقة بين المسؤول والمرؤوس.					
63	Workplace humor raises the level of flexibility of the employee in accepting other employees' opinions. الفكاهة في جو العمل ترفع من مستوى المرونة لدى الموظف لتقبل آراء الآخرين.					
64	Workplace humor strengthens the ability to organize work tasks among the subordinates. الفكاهة في جو العمل تعزز من القدرة على تنظيم العمل بين المرؤوسين.					
65	Humor at work strengthens the employees' ability to perform their duties without direct observation. الفكاهة في جو العمل تعزز من قدرة الموظفين على تنفيذ مهام العمل من دون مراقبة مباشرة.					
66	In general, decision making ability is strengthened by using humor at work. عموماً ، القدرة على اتخاذ القرارات تُعزز باستخدام الفكاهة في جو العمل.					
67	Humor at work strengthens the subordinates' ability to create appropriate solutions for work problems. الفكاهة في جو العمل تعزز من قدرة المرؤوسين على خلق الحلول المناسبة لمشاكل العمل.					
68	Workplace humor leads to employee commitment towards duty hours. الفكاهة في جو العمل تؤدي إلى التزام الموظف بساعات العمل.					
69	Generally, workplace humor has a positive influence on work performance. الفكاهة في جو العمل لها تأثير إيجابي على الأداء الوظيفي في العموم.					

Your opinion on the questionnaire: رأيك الشخصي عن الإستبيان:	Yes نعم	No لا
Generally, was the questionnaire straightforward to complete? عموماً ، هل كانت أسئلة الإستبيان واضحة للإجابة عليها؟		

أشكر لكم مشاركتكم الفاعلة  
وتذكروا دائماً أن تمرحوا في نطاق أعمالكم  
**THANK YOU FOR YOUR GENUINE PARTICIPATION**  
**AND ALWAYS REMEMBER TO HAVE FUN AT YOUR WORKPLACE**

The numbers of Omani civil service employees in the 25 ministries at the three supervisory levels are mentioned in the following table:

Serial	Ministry of	Number of			Total
		Director Generals	Directors	Section Heads	
1	Legal Affairs	4	11	19	34
2	Tourism	6	26	56	88
3	Fisheries Wealth	4	22	66	92
4	Oil & Gas	7	29	9	45
5	Sports Affairs	5	24	69	98
6	Interior	6	23	42	71
7	Higher Education	7	34	59	100
8	National Economy	11	46	62	119
9	Environment & Climate Affairs	4	19	48	71
10	Heritage & Culture	7	26	44	77
11	Awqaf & Religious Affairs	5	22	69	96
12	Social Development	3	28	75	106
13	Reg. Municipalities & Water Resources	6	37	99	142
14	Transportation & Communication	9	39	96	144
15	Justice	3	19	44	66
16	Health	10	49	100	159
17	Education	13	47	123	183
18	Manpower	8	37	93	138
19	Finance	10	37	50	97
20	Housing	7	32	106	145
21	Information	7	43	134	184
22	Commerce & Industry	11	56	135	202
23	Civil Service	8	31	26	65
24	Foreign Affairs	30	43	104	177
25	Agriculture	6	32	89	127
<b>Grand Total</b>		197	812	1817	<b>2826</b>

Summary of face-to-face interview results' enrichment:

Interviewee	Code	Attempted Questions (%)	Language	Response on Hyp.1	Response on Hyp.2	Response on Hyp.3
Dir.	D1	90	Arabic	High	High	High
S.H	S1	20	English	High	None	None
S.H	S2	50	English	High	Low	None
S.H	S3	90	Arabic	High	High	Low
Dir.	D2	100	Arabic	High	High	Low
S.H	S4	50	English	High	Low	None
D.G	DG1	100	English	High	High	High
Dir.	D3	80	English	High	High	Low
Dir.	D4	100	Arabic	High	High	High
S.H	S5	80	English	High	Low	High
S.H	S6	90	Arabic	High	Low	High
Dir.	D5	50	English	High	Low	None
Dir.	D6	20	English	High	None	None
S.H	S7	100	Arabic	High	High	Low
S.H	S8	20	English	Low	Low	None
S.H	S9	80	English	High	High	None
S.H	S10	20	English	High	None	None
Dir.	D7	100	Arabic	High	High	Low
S.H	S11	100	Arabic	High	High	Low
S.H	S12	20	English	High	None	None
Dir.	D8	80	Arabic	High	High	Low

Results for part one statements (1-22) of the questionnaire:

<b>Statement</b>	<b>Components Who Agreed (#)</b>	<b>Percentage Who Agreed (%)</b>	<b>Choice Mean</b>
1	230	77.7	3.92
2	218	73.7	3.81
3	150	50.6	3.43
4	147	49.7	3.4
5	92	31.1	3.08
6	287	97	4.51
7	226	76.3	3.93
8	161	54.4	3.53
9	216	73	3.78
10	224	75.7	3.86
11	233	78.7	3.95
12	73	24.7	2.55
13	163	55.1	3.52
14	54	18.2	2.41
15	55	18.5	2.46
16	38	12.9	2.26
17	181	61.1	3.65
18	210	70.9	3.7
19	195	65.8	3.61
20	76	25.7	2.66
21	199	67.3	3.8
22	251	84.8	4.17

Results for part two statements (23-40) of the questionnaire:

The following table displays the results for the statements of part two excluding statement 40:

<b>Statement</b>	<b>Components Who Agreed (#)</b>	<b>Percentage Who Agreed (%)</b>	<b>Choice Mean</b>
23	175	59.2	3.56
24	123	41.5	3.2
25	25	8.4	2
26	148	50	3.4
27	98	33.1	2.88
28	18	6.1	1.93
29	188	63.5	3.59
30	160	54.1	3.36
31	154	52.1	3.49
32	72	24.3	2.83
33	91	30.7	2.88
34	108	36.5	3.05
35	197	66.6	3.7
36	25	8.5	2.3
37	62	21	2.7
38	57	19.3	2.39
39	46	15.5	2.47

The result of statement 40 is presented in further details in the following table:

<b>Humor Spent - (%) Time</b>	<b>Frequency</b>	<b>Occurrence (%)</b>
1-25	217	73.3
26-50	53	17.9
51-75	22	7.4
76-100	4	1.4
<b>Mean Choice</b>		1.37
<b>Standard Deviation - Choice</b>		0.681

Results for part three statements (41-69) of the questionnaire:

<b>Statement</b>	<b>Components Who Agreed (#)</b>	<b>Percentage Who Agreed (%)</b>	<b>Choice Mean</b>
41	241	81.4	4.03
42	184	62.2	3.55
43	130	43.9	3.23
44	182	61.5	3.58
45	249	84.1	4.05
46	200	67.6	3.73
47	186	62.8	3.63
48	163	55.1	3.5
49	223	75.3	3.9
50	140	47.3	3.36
51	132	44.6	3.3
52	247	83.3	4.06
53	178	60.1	3.62
54	132	44.6	3.29
55	184	62.2	3.63
56	116	39.2	3.15
57	120	40.5	3.18
58	223	75.3	3.89
59	134	45.3	3.29
60	110	37.1	3.14
61	174	58.8	3.56
62	231	78	3.93
63	227	76.7	3.88
64	169	57.1	3.5
65	136	45.9	3.28
66	107	36.2	3.14
67	142	47.9	3.3
68	131	44.2	3.27
69	230	77.7	3.94

The following tables are summarized from the SPSS output for the Cohen's Kappa indicator between the mentioned variables that indicate a symmetrical aspect and it also notes direct interpretations:

Statements		Kappa Value
3	I am always humorous with my subordinates	0.418
4	I am humorous by nature with my subordinates	
<b>Interpretation</b>	There is about 42% symmetrical aspect between the two statements	

Statements		Kappa Value
42	Humor at work reduces absenteeism	0.267
68	Workplace humor leads to employee commitment towards duty hours	
<b>Interpretation</b>	There is about 27% symmetrical aspect between the two statements	

Statements		Kappa Value
49	Group cohesiveness is raised by using humor at work	0.532
52	Humor at work leads to a strengthened cooperative-spirit with the colleagues	
<b>Interpretation</b>	There is about 53% symmetrical aspect between the two statements	

Statements		Kappa Value
43	Humor at work reduces work errors	0.331
59	Humor at work raises the level of job effectiveness among the employees	
<b>Interpretation</b>	There is about 33% symmetrical aspect between the two statements	

Statements		Kappa Value
61	By using humor with the subordinates, the level of their productivity is upraised as a result	0.330
69	Generally, workplace humor has a positive influence on work performance	
<b>Interpretation</b>	There is 33% symmetrical aspect between the two statements	

Statements		Kappa Value
57	Humor raises the level of the employee responsibility-handling	0.327
65	Workplace humor leads to employee commitment towards duty hours	
<b>Interpretation</b>	There is about 33% symmetrical aspect between the two statements	

The following tables are extracted from the SPSS output for the factor analysis of part three of the questionnaire using the principal component analysis:

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.962
Bartlett's Test of Sphericity	Approx. Chi-Square
	5885.629
	Df
	378
	Sig.
	.000

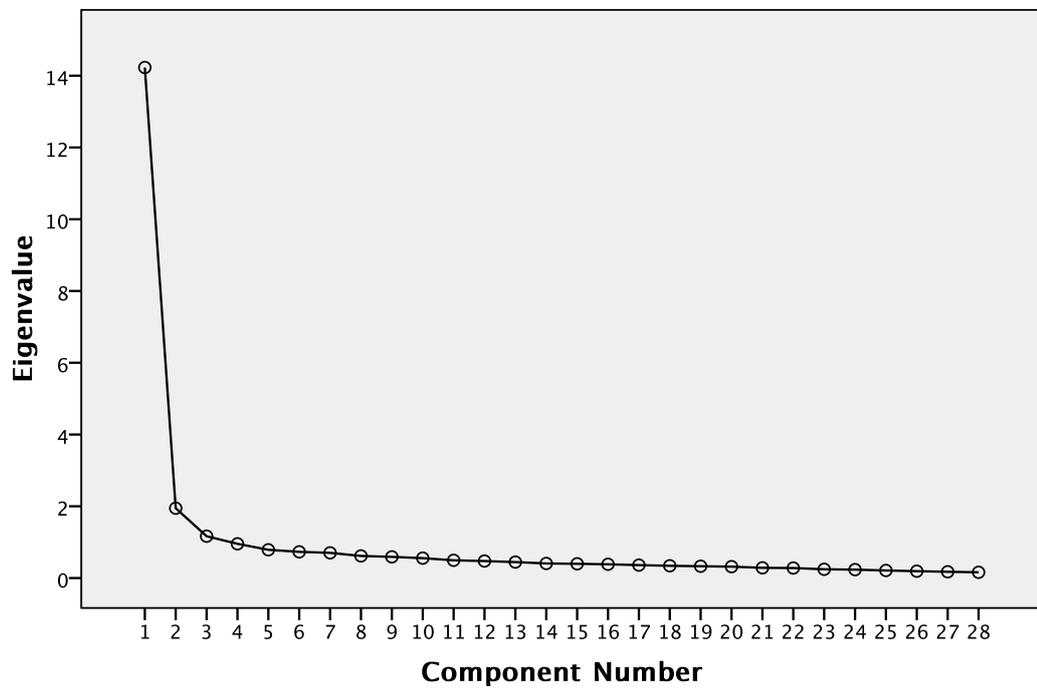
**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.228	50.816	50.816	14.228	50.816	50.816
2	1.946	6.950	57.766	1.946	6.950	57.766
3	1.166	4.163	61.928	1.166	4.163	61.928
4	.954	3.406	65.335			
5	.787	2.812	68.146			
6	.730	2.607	70.753			
7	.702	2.507	73.260			
8	.616	2.200	75.460			
9	.590	2.107	77.568			
10	.554	1.980	79.548			
11	.494	1.765	81.313			
12	.474	1.692	83.005			
13	.445	1.588	84.593			
14	.406	1.450	86.043			
15	.397	1.418	87.461			
16	.383	1.369	88.830			
17	.360	1.286	90.115			
18	.342	1.220	91.335			
19	.329	1.176	92.511			
20	.318	1.135	93.646			
21	.285	1.017	94.662			
22	.279	.996	95.659			
23	.244	.872	96.531			

24	.234	.837	97.368		
25	.211	.753	98.121		
26	.191	.683	98.804		
27	.175	.625	99.428		
28	.160	.572	100.000		

Extraction Method: Principal Component Analysis.

### Scree Plot



### Component Correlation Matrix

Component	1	2
1	1.000	.665
2	.665	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser

Normalization.

Pattern Matrix<sup>a</sup>

	Component	
	1	2
ST60	.937	
ST56	.936	
ST57	.921	
ST54	.787	
ST59	.774	
ST66	.753	
ST68	.737	
ST51	.709	
ST64	.706	
ST67	.672	
ST65	.613	
ST55	.551	
ST43	.535	
ST61	.493	.368
ST53	.472	.392
ST50	.461	
ST52		.901
ST41		.830
ST49		.809
ST45		.795
ST62		.761
ST63		.650
ST46		.631
ST48		.625
ST47		.545
ST44		.484
ST58		.465
ST42	.351	.380

Extraction Method: Principal

Component Analysis.

Rotation Method: Oblimin with

Kaiser Normalization.

a. Rotation converged in 8 iterations.

Structure Matrix

	Component	
	1	2
ST57	.856	.515
ST54	.828	.586
ST60	.828	.459
ST56	.825	.455
ST59	.804	.559
ST64	.799	.609
ST66	.759	.510
ST68	.751	.511
ST67	.744	.556
ST55	.740	.651
ST61	.738	.696
ST65	.734	.589
ST53	.733	.706
ST51	.728	.500
ST43	.683	.579
ST50	.657	.601
ST52	.495	.831
ST49	.507	.789
ST62	.536	.781
ST46	.635	.774
ST63	.616	.772
ST41	.458	.767
ST45	.458	.748
ST48	.488	.673
ST44	.567	.647
ST58	.542	.620
ST42	.603	.613
ST47	.446	.600

Extraction Method: Principal

Component Analysis.

Rotation Method: Oblimin with

Kaiser Normalization.

The following tables are extracted from the SPSS output for the reliability analysis of the constructs of part three after factor analysis using the principal component analysis.

Reliability analysis of factor one components – "Work related construct" (16 statements):

**Reliability Statistics**

Cronbach's Alpha	N of Items
.954	16

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ST60	50.09	126.133	.769	.950
ST56	50.09	125.670	.770	.950
ST57	50.05	124.770	.805	.949
ST54	49.95	125.194	.799	.950
ST59	49.95	126.587	.764	.950
ST66	50.10	126.410	.724	.951
ST68	49.96	125.704	.712	.951
ST51	49.94	128.613	.690	.952
ST64	49.74	126.466	.772	.950
ST67	49.94	127.525	.719	.951
ST65	49.96	126.500	.713	.951
ST55	49.61	127.344	.729	.951
ST43	50.01	128.739	.648	.953
ST61	49.67	127.360	.732	.951
ST53	49.62	127.342	.732	.951
ST50	49.87	129.699	.643	.953

Reliability analysis of factor two components – "Human related construct" (12 statements):

**Reliability Statistics**

Cronbach's Alpha	N of Items
.915	12

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ST52	41.67	52.257	.734	.905
ST41	41.70	51.995	.689	.907
ST49	41.83	51.858	.711	.906
ST45	41.68	52.762	.663	.908
ST62	41.80	52.212	.711	.906
ST63	41.85	51.623	.720	.905
ST46	42.00	50.332	.751	.904
ST48	42.23	51.332	.628	.910
ST47	42.10	51.409	.556	.914
ST44	42.15	52.538	.621	.910
ST58	41.84	52.812	.567	.912
ST42	42.18	51.849	.600	.911

The following output is extracted from the SPSS output for the multivariate regression analysis between humor usage and the performance determinants in part three of the questionnaire by having the situation and occasion from part two of the questionnaire as controllers of the analysis. There are twenty eight (28) regression analyses for such. Each regression analysis is separated by an identifying title of the independent and the dependent variables. The components of each regression analysis are as following:

- The Model Summary
- The ANOVA Table
- The Coefficients Table
- Standardized Residual Plot (Normal)

#### Statement 41

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.365 <sup>a</sup>	.133	.112	.813	.133	6.335	7	288	.000
2	.372 <sup>b</sup>	.138	.114	.812	.005	1.629	1	287	.203

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST41

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.311	7	4.187	6.335	.000 <sup>a</sup>
	Residual	190.351	288	.661		
	Total	219.662	295			
2	Regression	30.385	8	3.798	5.759	.000 <sup>b</sup>
	Residual	189.277	287	.660		
	Total	219.662	295			

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST41

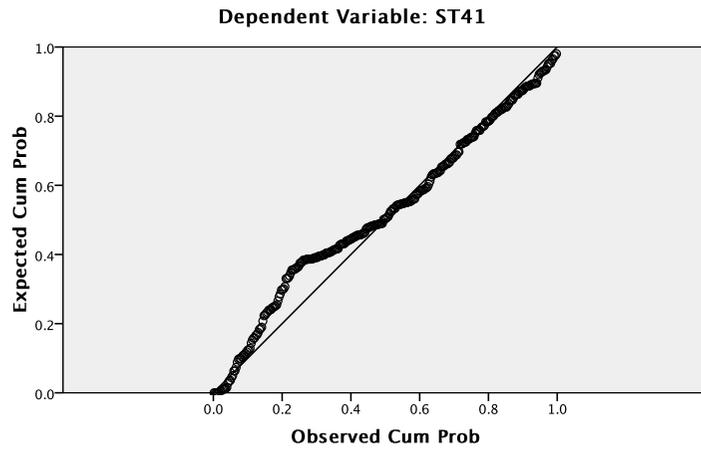
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.574	.272		9.455	.000					
	ST24	.168	.053	.189	3.182	.002	.246	.184	.175	.850	1.176
	ST25	-.052	.051	-.062	-1.024	.307	.012	-.060	-.056	.818	1.222

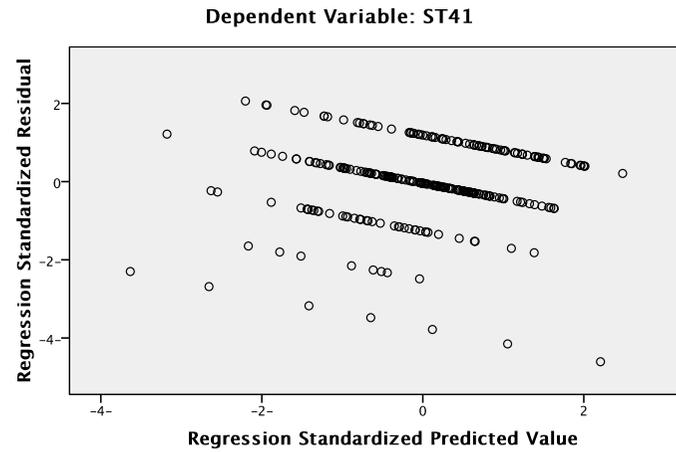
	ST26	.016	.058	.016	.271	.786	.100	.016	.015	.813	1.230
	ST27	.067	.055	.085	1.228	.220	.162	.072	.067	.627	1.594
	ST28	-.041-	.063	-.043-	-.652-	.515	.042	-.038-	-.036-	.676	1.480
	ST34	.045	.051	.052	.872	.384	.171	.051	.048	.852	1.173
	ST35	.196	.056	.216	3.519	.001	.301	.203	.193	.797	1.255
2	(Constant)	2.529	.274		9.223	.000					
	ST24	.168	.053	.189	3.182	.002	.246	.185	.174	.850	1.176
	ST25	-.045-	.051	-.054-	-.883-	.378	.012	-.052-	-.048-	.809	1.237
	ST26	.006	.059	.006	.097	.923	.100	.006	.005	.798	1.253
	ST27	.063	.055	.079	1.145	.253	.162	.067	.063	.625	1.601
	ST28	-.061-	.065	-.064-	-.935-	.350	.042	-.055-	-.051-	.638	1.568
	ST34	.043	.051	.050	.838	.403	.171	.049	.046	.852	1.174
	ST35	.193	.056	.214	3.477	.001	.301	.201	.191	.796	1.257
	ST40	.095	.075	.075	1.276	.203	.117	.075	.070	.862	1.161

a. Dependent Variable: ST41

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 42

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.351 <sup>a</sup>	.123	.102	.932	.123	5.770	7	288	.000
2	.378 <sup>b</sup>	.143	.119	.923	.020	6.696	1	287	.010

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST42

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.081	7	5.012	5.770	.000 <sup>a</sup>
	Residual	250.159	288	.869		
	Total	285.240	295			
2	Regression	40.784	8	5.098	5.985	.000 <sup>b</sup>
	Residual	244.456	287	.852		
	Total	285.240	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST42

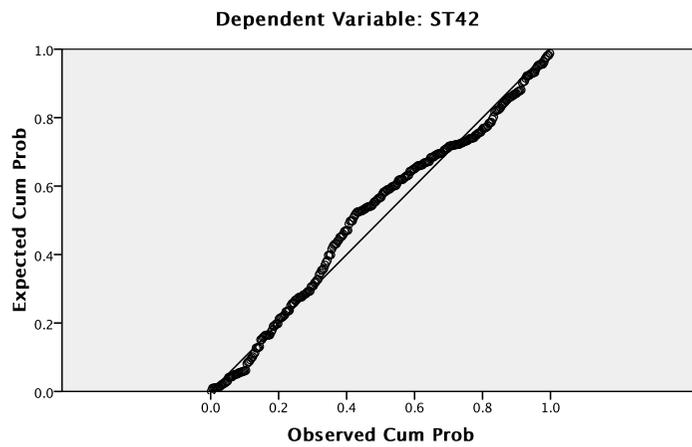
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.069	.312		6.628	.000					

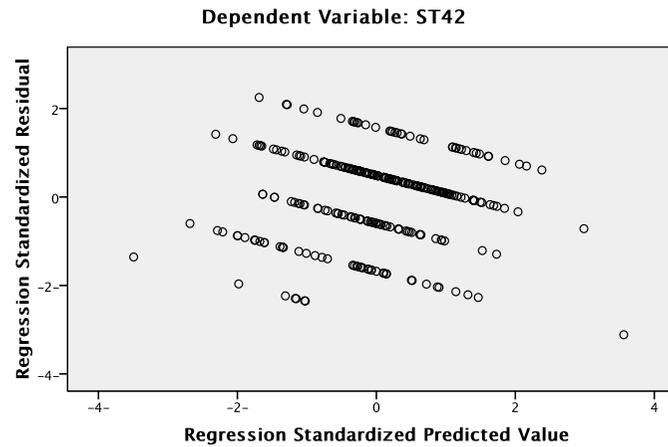
	ST24	.050	.060	.050	.832	.406	.161	.049	.046	.850	1.176
	ST25	.008	.059	.009	.145	.885	.083	.009	.008	.818	1.222
	ST26	-.062-	.067	-.057-	-.924-	.356	.044	-.054-	-.051-	.813	1.230
	ST27	.029	.063	.032	.462	.645	.152	.027	.025	.627	1.594
	ST28	.065	.072	.060	.901	.369	.128	.053	.050	.676	1.480
	ST34	.196	.059	.199	3.330	.001	.280	.193	.184	.852	1.173
	ST35	.191	.064	.186	3.003	.003	.260	.174	.166	.797	1.255
2	(Constant)	1.965	.312		6.305	.000					
	ST24	.050	.060	.049	.834	.405	.161	.049	.046	.850	1.176
	ST25	.025	.058	.026	.422	.673	.083	.025	.023	.809	1.237
	ST26	-.085-	.067	-.078-	-1.273-	.204	.044	-.075-	-.070-	.798	1.253
	ST27	.019	.062	.021	.300	.764	.152	.018	.016	.625	1.601
	ST28	.020	.074	.019	.272	.785	.128	.016	.015	.638	1.568
	ST34	.191	.058	.195	3.291	.001	.280	.191	.180	.852	1.174
	ST35	.186	.063	.180	2.942	.004	.260	.171	.161	.796	1.257
	ST40	.220	.085	.152	2.588	.010	.192	.151	.141	.862	1.161

a. Dependent Variable: ST42

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 43

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.347 <sup>a</sup>	.120	.099	.919	.120	5.625	7	288	.000
2	.364 <sup>b</sup>	.133	.109	.914	.013	4.139	1	287	.043

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST43

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.243	7	4.749	5.625	.000 <sup>a</sup>
	Residual	243.135	288	.844		
	Total	276.378	295			
2	Regression	36.700	8	4.587	5.493	.000 <sup>b</sup>
	Residual	239.678	287	.835		
	Total	276.378	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST43

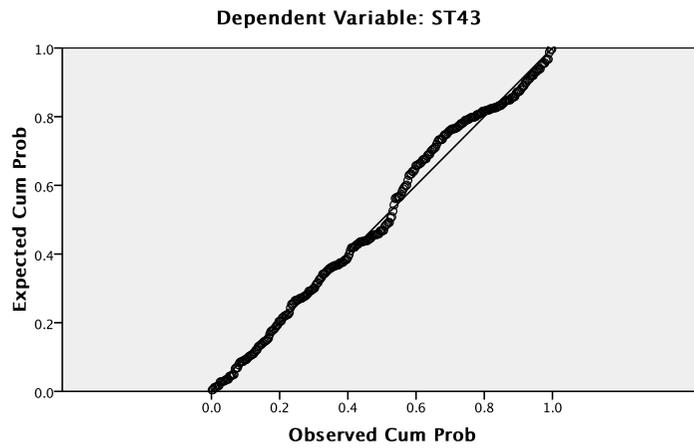
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.758	.308		5.714	.000					

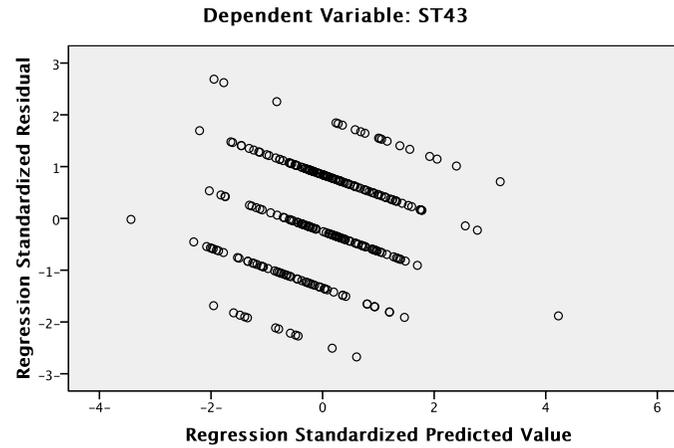
	ST24	.097	.060	.097	1.625	.105	.203	.095	.090	.850	1.176
	ST25	.065	.058	.069	1.121	.263	.172	.066	.062	.818	1.222
	ST26	-.057-	.066	-.054-	-.875-	.382	.062	-.052-	-.048-	.813	1.230
	ST27	.060	.062	.068	.968	.334	.206	.057	.054	.627	1.594
	ST28	.147	.071	.139	2.061	.040	.228	.121	.114	.676	1.480
	ST34	.049	.058	.050	.843	.400	.167	.050	.047	.852	1.173
	ST35	.168	.063	.166	2.681	.008	.229	.156	.148	.797	1.255
2	(Constant)	1.678	.309		5.436	.000					
	ST24	.097	.059	.097	1.628	.105	.203	.096	.090	.850	1.176
	ST25	.077	.058	.082	1.339	.182	.172	.079	.074	.809	1.237
	ST26	-.076-	.066	-.071-	-1.146-	.253	.062	-.067-	-.063-	.798	1.253
	ST27	.052	.061	.059	.842	.401	.206	.050	.046	.625	1.601
	ST28	.112	.073	.106	1.533	.126	.228	.090	.084	.638	1.568
	ST34	.046	.058	.047	.792	.429	.167	.047	.044	.852	1.174
	ST35	.164	.063	.162	2.624	.009	.229	.153	.144	.796	1.257
	ST40	.171	.084	.120	2.035	.043	.185	.119	.112	.862	1.161

a. Dependent Variable: ST43

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 44

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.400 <sup>a</sup>	.160	.139	.823	.160	7.814	7	288	.000
2	.409 <sup>b</sup>	.167	.144	.820	.007	2.534	1	287	.113

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST44

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.014	7	5.288	7.814	.000 <sup>a</sup>
	Residual	194.875	288	.677		
	Total	231.889	295			
2	Regression	38.719	8	4.840	7.191	.000 <sup>b</sup>
	Residual	193.170	287	.673		
	Total	231.889	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST44

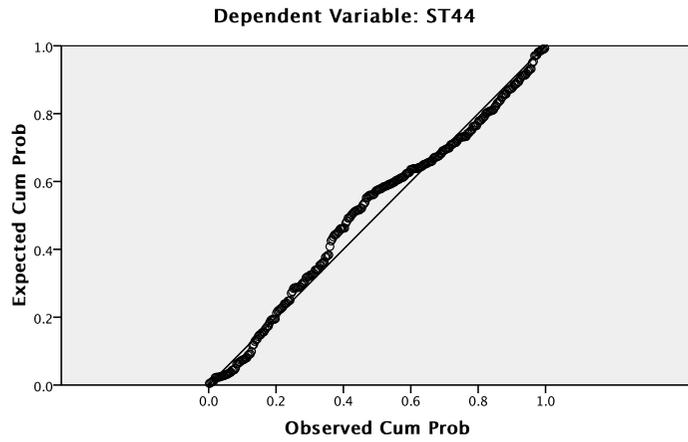
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.099	.276		7.620	.000					

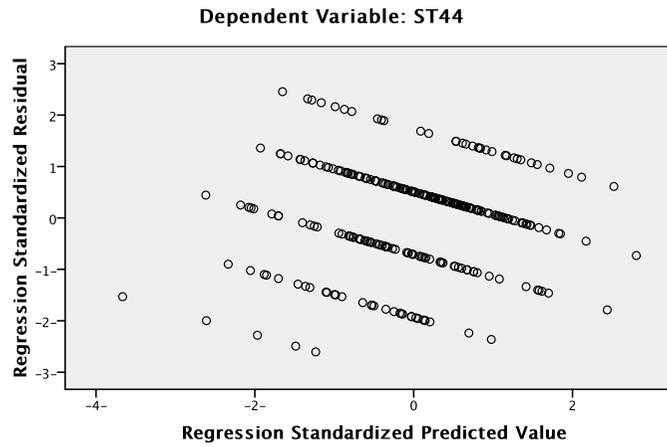
	ST24	.204	.053	.224	3.822	.000	.297	.220	.206	.850	1.176
	ST25	-.054	.052	-.063	-1.053	.293	.051	-.062	-.057	.818	1.222
	ST26	-.068	.059	-.069	-1.151	.251	.041	-.068	-.062	.813	1.230
	ST27	.119	.055	.146	2.148	.033	.218	.126	.116	.627	1.594
	ST28	.018	.064	.018	.277	.782	.128	.016	.015	.676	1.480
	ST34	.122	.052	.138	2.360	.019	.252	.138	.127	.852	1.173
	ST35	.114	.056	.123	2.033	.043	.245	.119	.110	.797	1.255
2	(Constant)	2.043	.277		7.372	.000					
	ST24	.204	.053	.224	3.828	.000	.297	.220	.206	.850	1.176
	ST25	-.046	.052	-.053	-.879	.380	.051	-.052	-.047	.809	1.237
	ST26	-.080	.059	-.082	-1.358	.175	.041	-.080	-.073	.798	1.253
	ST27	.113	.055	.140	2.048	.041	.218	.120	.110	.625	1.601
	ST28	-.007	.065	-.007	-.106	.916	.128	-.006	-.006	.638	1.568
	ST34	.120	.052	.136	2.322	.021	.252	.136	.125	.852	1.174
	ST35	.111	.056	.120	1.983	.048	.245	.116	.107	.796	1.257
	ST40	.120	.076	.092	1.592	.113	.148	.094	.086	.862	1.161

a. Dependent Variable: ST44

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 45

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.405 <sup>a</sup>	.164	.143	.757	.164	8.053	7	288	.000
2	.412 <sup>b</sup>	.169	.146	.755	.006	1.972	1	287	.161

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST45

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.268	7	4.610	8.053	.000 <sup>a</sup>
	Residual	164.867	288	.572		
	Total	197.135	295			
2	Regression	33.393	8	4.174	7.316	.000 <sup>b</sup>
	Residual	163.742	287	.571		
	Total	197.135	295			

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST45

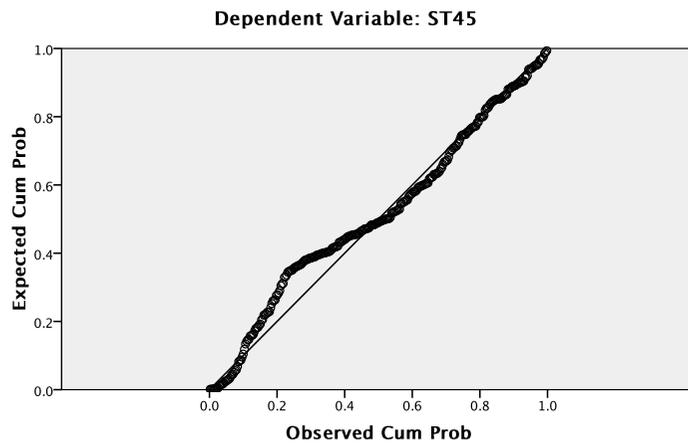
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.499	.253		9.862	.000					

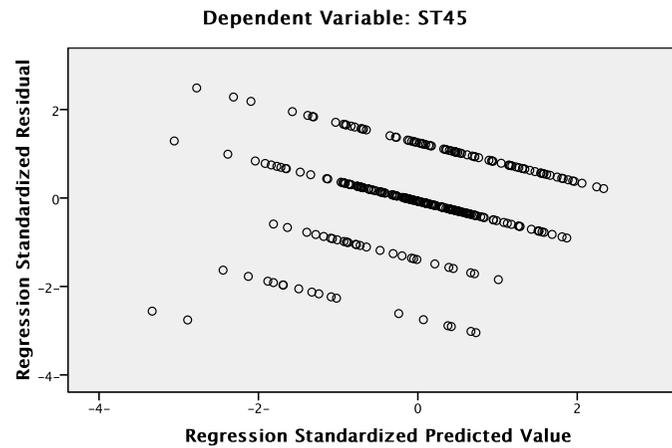
	ST24	.086	.049	.102	1.742	.083	.191	.102	.094	.850	1.176
	ST25	-.056-	.048	-.071-	-1.184-	.237	.004	-.070-	-.064-	.818	1.222
	ST26	.029	.054	.032	.542	.588	.136	.032	.029	.813	1.230
	ST27	.045	.051	.061	.890	.374	.182	.052	.048	.627	1.594
	ST28	-.003-	.059	-.003-	-.049-	.961	.068	-.003-	-.003-	.676	1.480
	ST34	.079	.048	.097	1.667	.097	.221	.098	.090	.852	1.173
	ST35	.251	.052	.293	4.845	.000	.369	.275	.261	.797	1.255
2	(Constant)	2.453	.255		9.616	.000					
	ST24	.085	.049	.102	1.741	.083	.191	.102	.094	.850	1.176
	ST25	-.049-	.048	-.062-	-1.029-	.304	.004	-.061-	-.055-	.809	1.237
	ST26	.019	.054	.021	.349	.727	.136	.021	.019	.798	1.253
	ST27	.041	.051	.054	.800	.425	.182	.047	.043	.625	1.601
	ST28	-.023-	.060	-.026-	-.379-	.705	.068	-.022-	-.020-	.638	1.568
	ST34	.078	.048	.095	1.631	.104	.221	.096	.088	.852	1.174
	ST35	.248	.052	.290	4.803	.000	.369	.273	.258	.796	1.257
	ST40	.098	.070	.081	1.404	.161	.141	.083	.076	.862	1.161

a. Dependent Variable: ST45

Normal P-P Plot of Regression Standardized Residual



Scatterplot



**Statement 46**

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.443 <sup>a</sup>	.197	.177	.859	.197	10.073	7	288	.000
2	.460 <sup>b</sup>	.211	.189	.852	.015	5.365	1	287	.021

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST46

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.998	7	7.428	10.073	.000 <sup>a</sup>
	Residual	212.380	288	.737		
	Total	264.378	295			
2	Regression	55.896	8	6.987	9.618	.000 <sup>b</sup>
	Residual	208.483	287	.726		
	Total	264.378	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST46

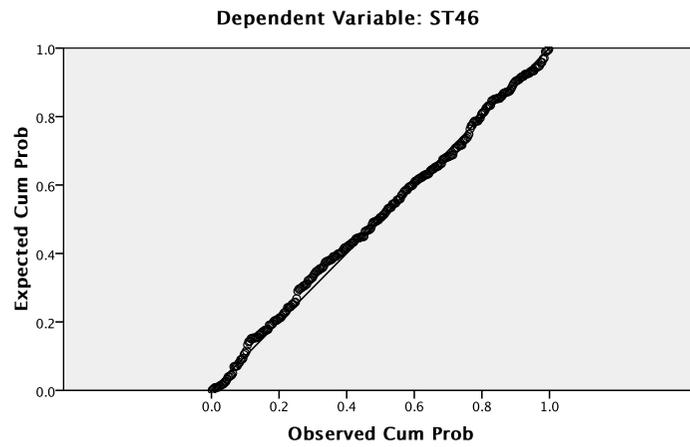
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.814	.288		6.308	.000					

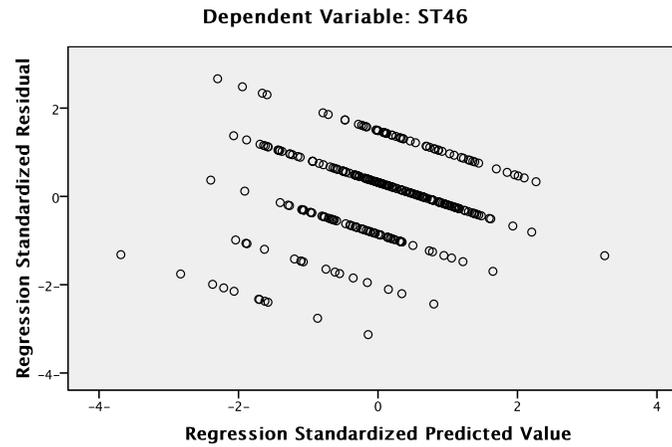
	ST24	.141	.056	.145	2.524	.012	.268	.147	.133	.850	1.176
	ST25	.068	.054	.073	1.251	.212	.156	.073	.066	.818	1.222
	ST26	-.062-	.061	-.059-	-1.004-	.316	.086	-.059-	-.053-	.813	1.230
	ST27	.146	.058	.169	2.533	.012	.261	.148	.134	.627	1.594
	ST28	-.048-	.067	-.046-	-.723-	.470	.124	-.043-	-.038-	.676	1.480
	ST34	.143	.054	.151	2.638	.009	.286	.154	.139	.852	1.173
	ST35	.210	.059	.212	3.582	.000	.330	.207	.189	.797	1.255
2	(Constant)	1.728	.288		6.005	.000					
	ST24	.140	.055	.144	2.538	.012	.268	.148	.133	.850	1.176
	ST25	.081	.054	.087	1.501	.135	.156	.088	.079	.809	1.237
	ST26	-.081-	.061	-.077-	-1.315-	.190	.086	-.077-	-.069-	.798	1.253
	ST27	.137	.057	.159	2.400	.017	.261	.140	.126	.625	1.601
	ST28	-.085-	.068	-.082-	-1.255-	.210	.124	-.074-	-.066-	.638	1.568
	ST34	.139	.054	.147	2.593	.010	.286	.151	.136	.852	1.174
	ST35	.206	.058	.207	3.528	.000	.330	.204	.185	.796	1.257
	ST40	.182	.078	.131	2.316	.021	.181	.135	.121	.862	1.161

a. Dependent Variable: ST46

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 47

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.408 <sup>a</sup>	.167	.146	1.008	.167	8.230	7	288	.000
2	.409 <sup>b</sup>	.167	.144	1.010	.000	.098	1	287	.755

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST47

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.572	7	8.367	8.230	.000 <sup>a</sup>
	Residual	292.803	288	1.017		
	Total	351.375	295			
2	Regression	58.672	8	7.334	7.191	.000 <sup>b</sup>
	Residual	292.703	287	1.020		
	Total	351.375	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST47

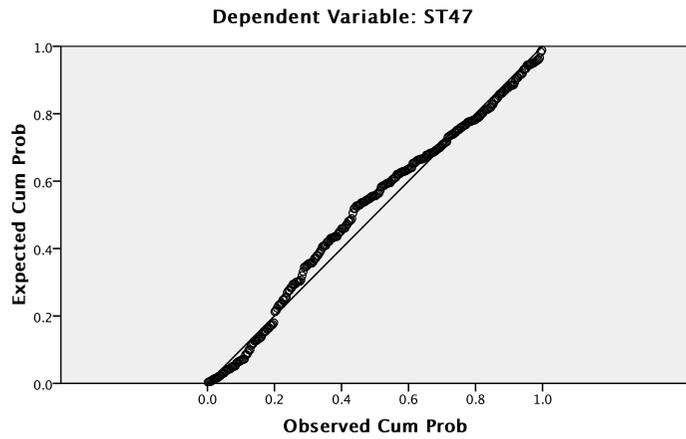
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.255	.338		6.678	.000					

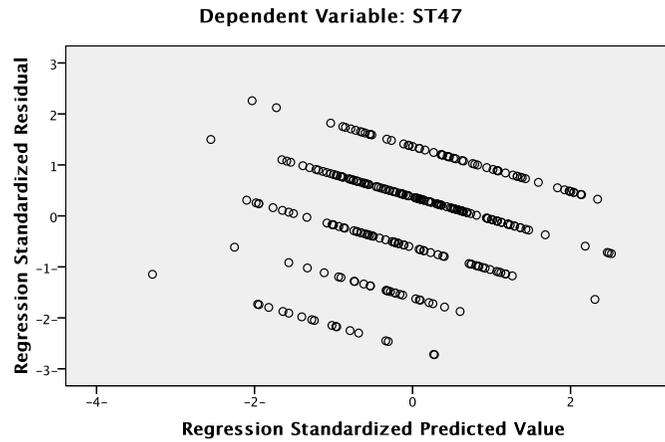
	ST24	.117	.065	.105	1.792	.074	.170	.105	.096	.850	1.176
	ST25	-.216-	.063	-.203-	-3.406-	.001	-.104-	-.197-	-.183-	.818	1.222
	ST26	-.119-	.072	-.099-	-1.655-	.099	.006	-.097-	-.089-	.813	1.230
	ST27	.138	.068	.139	2.045	.042	.185	.120	.110	.627	1.594
	ST28	.046	.078	.039	.591	.555	.080	.035	.032	.676	1.480
	ST34	.242	.064	.222	3.809	.000	.293	.219	.205	.852	1.173
	ST35	.164	.069	.143	2.377	.018	.243	.139	.128	.797	1.255
2	(Constant)	2.269	.341		6.653	.000					
	ST24	.117	.066	.105	1.790	.075	.170	.105	.096	.850	1.176
	ST25	-.218-	.064	-.205-	-3.415-	.001	-.104-	-.198-	-.184-	.809	1.237
	ST26	-.116-	.073	-.096-	-1.596-	.112	.006	-.094-	-.086-	.798	1.253
	ST27	.140	.068	.140	2.058	.041	.185	.121	.111	.625	1.601
	ST28	.052	.081	.044	.647	.518	.080	.038	.035	.638	1.568
	ST34	.243	.064	.222	3.810	.000	.293	.219	.205	.852	1.174
	ST35	.165	.069	.144	2.383	.018	.243	.139	.128	.796	1.257
	ST40	-.029-	.093	-.018-	-.313-	.755	.050	-.018-	-.017-	.862	1.161

a. Dependent Variable: ST47

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 48

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.399 <sup>a</sup>	.159	.139	.926	.159	7.805	7	288	.000
2	.400 <sup>b</sup>	.160	.136	.928	.000	.145	1	287	.704

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST48

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.881	7	6.697	7.805	.000 <sup>a</sup>
	Residual	247.115	288	.858		
	Total	293.997	295			
2	Regression	47.006	8	5.876	6.828	.000 <sup>b</sup>
	Residual	246.990	287	.861		
	Total	293.997	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST48

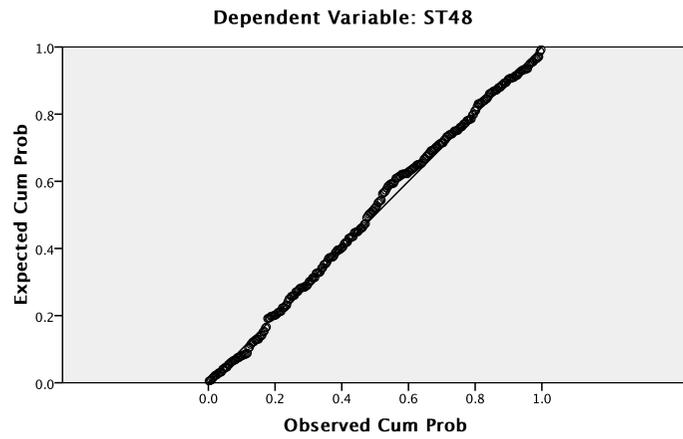
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.797	.310		5.792	.000					

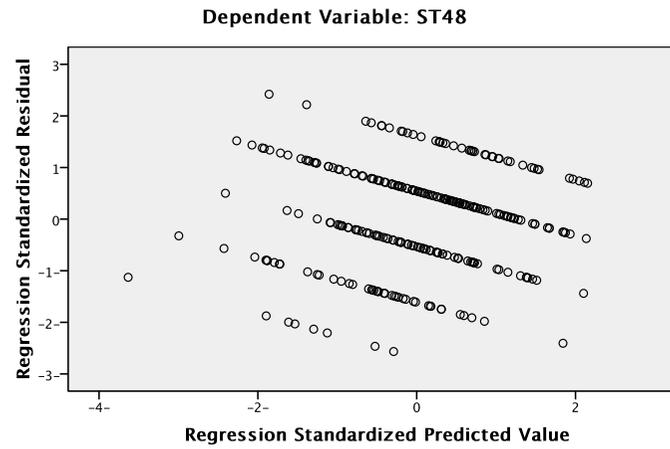
	ST24	.147	.060	.143	2.438	.015	.233	.142	.132	.850	1.176
	ST25	-.031-	.058	-.032-	-.531-	.596	.048	-.031-	-.029-	.818	1.222
	ST26	-.060-	.066	-.054-	-.902-	.368	.067	-.053-	-.049-	.813	1.230
	ST27	.160	.062	.176	2.577	.010	.230	.150	.139	.627	1.594
	ST28	-.066-	.072	-.060-	-.918-	.359	.074	-.054-	-.050-	.676	1.480
	ST34	.176	.058	.177	3.021	.003	.282	.175	.163	.852	1.173
	ST35	.169	.063	.161	2.667	.008	.282	.155	.144	.797	1.255
2	(Constant)	1.781	.313		5.686	.000					
	ST24	.147	.060	.143	2.433	.016	.233	.142	.132	.850	1.176
	ST25	-.029-	.059	-.029-	-.487-	.627	.048	-.029-	-.026-	.809	1.237
	ST26	-.063-	.067	-.057-	-.943-	.346	.067	-.056-	-.051-	.798	1.253
	ST27	.159	.062	.174	2.543	.012	.230	.148	.138	.625	1.601
	ST28	-.073-	.074	-.066-	-.981-	.327	.074	-.058-	-.053-	.638	1.568
	ST34	.176	.058	.176	3.005	.003	.282	.175	.163	.852	1.174
	ST35	.168	.063	.161	2.648	.009	.282	.154	.143	.796	1.257
	ST40	.033	.085	.022	.381	.704	.079	.022	.021	.862	1.161

a. Dependent Variable: ST48

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 49

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.464 <sup>a</sup>	.216	.197	.764	.216	11.309	7	288	.000
2	.464 <sup>b</sup>	.216	.194	.765	.000	.043	1	287	.836

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST49

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.175	7	6.596	11.309	.000 <sup>a</sup>
	Residual	167.984	288	.583		
	Total	214.159	295			
2	Regression	46.200	8	5.775	9.868	.000 <sup>b</sup>
	Residual	167.959	287	.585		
	Total	214.159	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST49

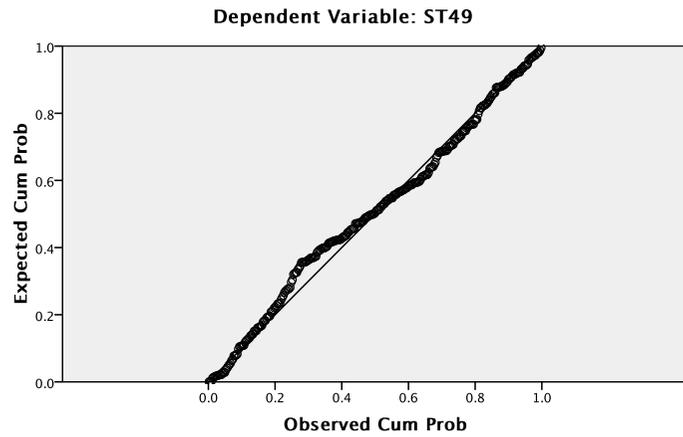
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.461	.256		9.622	.000					

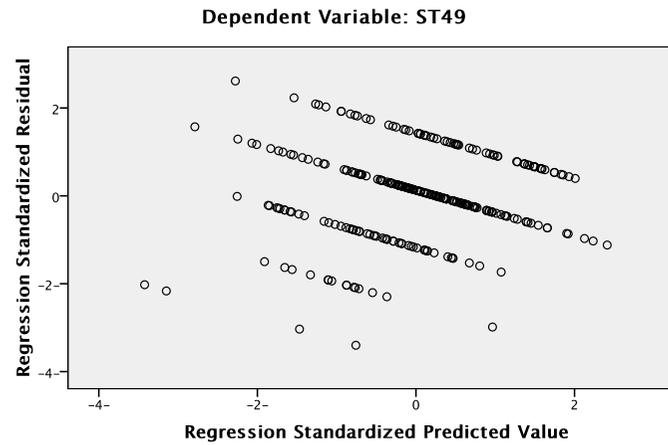
	ST24	.089	.050	.102	1.798	.073	.195	.105	.094	.850	1.176
	ST25	-.062-	.048	-.075-	-1.293-	.197	-.035-	-.076-	-.067-	.818	1.222
	ST26	-.067-	.055	-.071-	-1.230-	.220	.046	-.072-	-.064-	.813	1.230
	ST27	.113	.051	.145	2.201	.029	.176	.129	.115	.627	1.594
	ST28	-.136-	.059	-.146-	-2.296-	.022	-.039-	-.134-	-.120-	.676	1.480
	ST34	.173	.048	.203	3.588	.000	.304	.207	.187	.852	1.173
	ST35	.249	.052	.278	4.757	.000	.373	.270	.248	.797	1.255
2	(Constant)	2.454	.258		9.500	.000					
	ST24	.089	.050	.102	1.795	.074	.195	.105	.094	.850	1.176
	ST25	-.061-	.048	-.073-	-1.261-	.208	-.035-	-.074-	-.066-	.809	1.237
	ST26	-.069-	.055	-.073-	-1.244-	.214	.046	-.073-	-.065-	.798	1.253
	ST27	.112	.051	.144	2.180	.030	.176	.128	.114	.625	1.601
	ST28	-.139-	.061	-.149-	-2.276-	.024	-.039-	-.133-	-.119-	.638	1.568
	ST34	.172	.048	.203	3.575	.000	.304	.206	.187	.852	1.174
	ST35	.248	.052	.278	4.740	.000	.373	.269	.248	.796	1.257
	ST40	.015	.070	.012	.207	.836	.045	.012	.011	.862	1.161

a. Dependent Variable: ST49

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 50

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.340 <sup>a</sup>	.116	.094	.870	.116	5.378	7	288	.000
2	.353 <sup>b</sup>	.125	.100	.867	.009	2.942	1	287	.087

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST50

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.509	7	4.073	5.378	.000 <sup>a</sup>
	Residual	218.086	288	.757		
	Total	246.595	295			
2	Regression	30.722	8	3.840	5.106	.000 <sup>b</sup>
	Residual	215.873	287	.752		
	Total	246.595	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST50

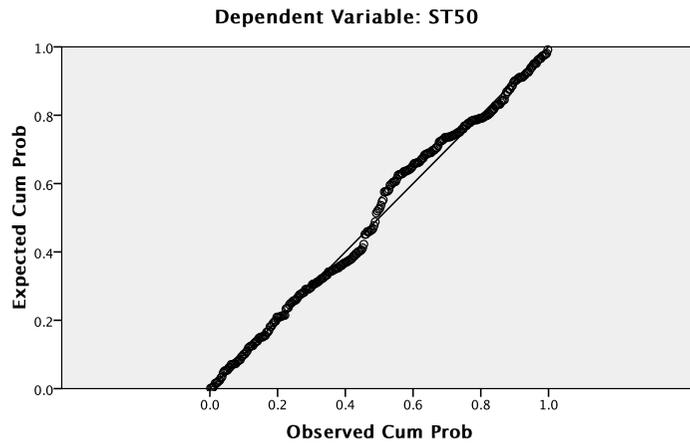
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.937	.291		6.645	.000					

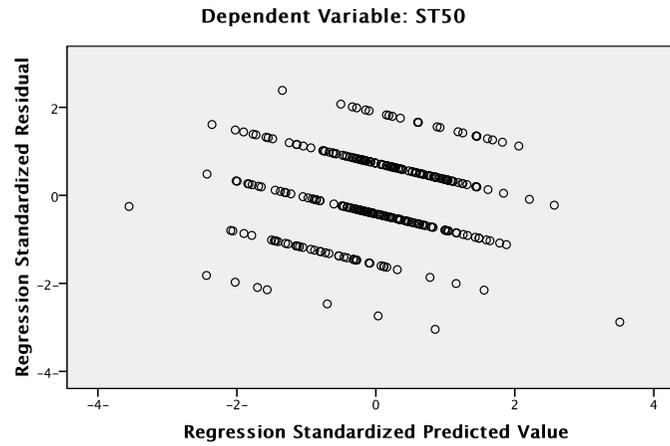
	ST24	.078	.056	.083	1.388	.166	.185	.082	.077	.850	1.176
	ST25	.029	.055	.032	.521	.602	.110	.031	.029	.818	1.222
	ST26	-.037-	.062	-.037-	-.595-	.552	.075	-.035-	-.033-	.813	1.230
	ST27	.096	.058	.115	1.642	.102	.208	.096	.091	.627	1.594
	ST28	.015	.067	.015	.216	.829	.131	.013	.012	.676	1.480
	ST34	.145	.055	.158	2.636	.009	.252	.153	.146	.852	1.173
	ST35	.136	.060	.141	2.279	.023	.239	.133	.126	.797	1.255
2	(Constant)	1.872	.293		6.391	.000					
	ST24	.078	.056	.083	1.389	.166	.185	.082	.077	.850	1.176
	ST25	.039	.055	.043	.704	.482	.110	.042	.039	.809	1.237
	ST26	-.051-	.063	-.051-	-.822-	.412	.075	-.048-	-.045-	.798	1.253
	ST27	.089	.058	.107	1.535	.126	.208	.090	.085	.625	1.601
	ST28	-.013-	.069	-.013-	-.195-	.846	.131	-.011-	-.011-	.638	1.568
	ST34	.142	.055	.155	2.597	.010	.252	.152	.143	.852	1.174
	ST35	.132	.059	.138	2.227	.027	.239	.130	.123	.796	1.257
	ST40	.137	.080	.102	1.715	.087	.154	.101	.095	.862	1.161

a. Dependent Variable: ST50

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 51

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.318 <sup>a</sup>	.101	.079	.887	.101	4.625	7	288	.000
2	.326 <sup>b</sup>	.107	.082	.885	.006	1.781	1	287	.183

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST51

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.447	7	3.635	4.625	.000 <sup>a</sup>
	Residual	226.391	288	.786		
	Total	251.838	295			
2	Regression	26.843	8	3.355	4.280	.000 <sup>b</sup>
	Residual	224.995	287	.784		
	Total	251.838	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST51

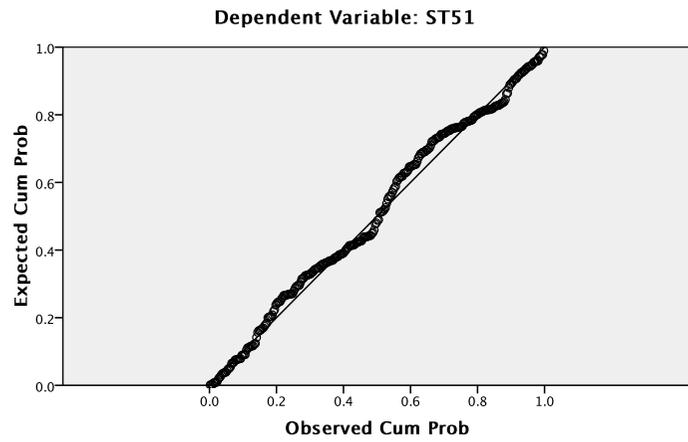
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.173	.297		7.316	.000					

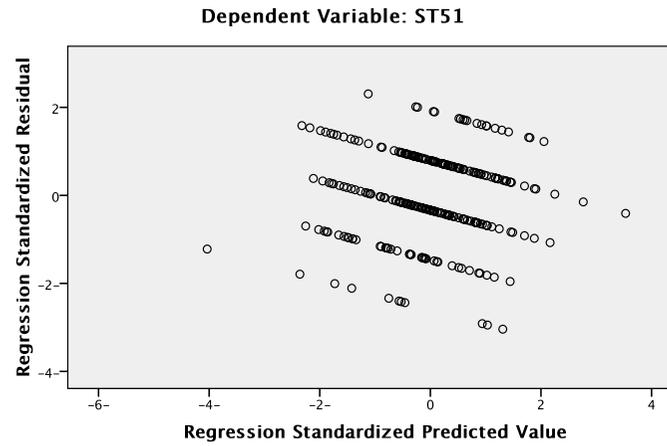
	ST24	.105	.058	.111	1.830	.068	.202	.107	.102	.850	1.176
	ST25	.036	.056	.040	.644	.520	.127	.038	.036	.818	1.222
	ST26	-.116-	.063	-.114-	-1.835-	.068	-.003-	-.108-	-.103-	.813	1.230
	ST27	.090	.059	.106	1.506	.133	.184	.088	.084	.627	1.594
	ST28	.079	.069	.078	1.144	.253	.168	.067	.064	.676	1.480
	ST34	.081	.056	.087	1.441	.151	.183	.085	.081	.852	1.173
	ST35	.123	.061	.127	2.034	.043	.194	.119	.114	.797	1.255
2	(Constant)	2.121	.299		7.094	.000					
	ST24	.105	.057	.111	1.829	.068	.202	.107	.102	.850	1.176
	ST25	.044	.056	.049	.784	.434	.127	.046	.044	.809	1.237
	ST26	-.128-	.064	-.125-	-2.001-	.046	-.003-	-.117-	-.112-	.798	1.253
	ST27	.084	.060	.100	1.420	.157	.184	.084	.079	.625	1.601
	ST28	.056	.071	.056	.798	.425	.168	.047	.045	.638	1.568
	ST34	.078	.056	.085	1.406	.161	.183	.083	.078	.852	1.174
	ST35	.121	.061	.124	1.990	.048	.194	.117	.111	.796	1.257
	ST40	.109	.082	.080	1.335	.183	.127	.079	.074	.862	1.161

a. Dependent Variable: ST51

Normal P-P Plot of Regression Standardized Residual



Scatterplot



**Statement 52**

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.426 <sup>a</sup>	.182	.162	.727	.182	9.131	7	288	.000
2	.436 <sup>b</sup>	.190	.167	.724	.008	2.910	1	287	.089

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST52

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.742	7	4.820	9.131	.000 <sup>a</sup>
	Residual	152.039	288	.528		
	Total	185.780	295			
2	Regression	35.268	8	4.408	8.406	.000 <sup>b</sup>
	Residual	150.513	287	.524		
	Total	185.780	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST52

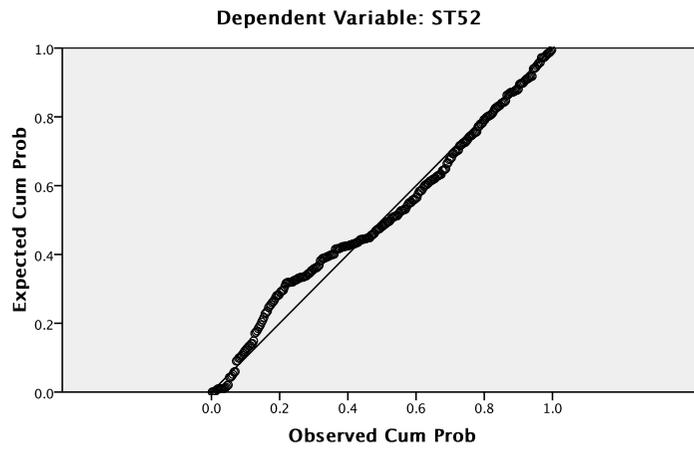
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.613	.243		10.737	.000					

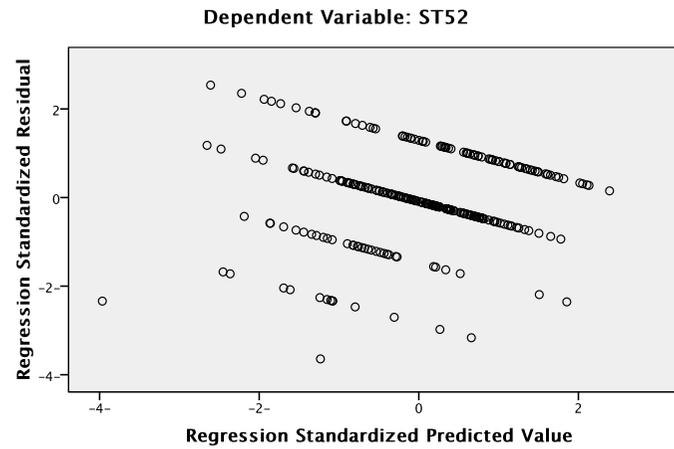
	ST24	.088	.047	.107	1.858	.064	.172	.109	.099	.850	1.176
	ST25	-.057-	.046	-.074-	-1.257-	.210	-.037-	-.074-	-.067-	.818	1.222
	ST26	.067	.052	.076	1.291	.198	.168	.076	.069	.813	1.230
	ST27	.089	.049	.123	1.823	.069	.181	.107	.097	.627	1.594
	ST28	-.133-	.056	-.153-	-2.359-	.019	-.045-	-.138-	-.126-	.676	1.480
	ST34	.069	.046	.087	1.511	.132	.201	.089	.081	.852	1.173
	ST35	.229	.050	.276	4.615	.000	.366	.262	.246	.797	1.255
2	(Constant)	2.559	.245		10.463	.000					
	ST24	.087	.047	.107	1.860	.064	.172	.109	.099	.850	1.176
	ST25	-.049-	.046	-.063-	-1.071-	.285	-.037-	-.063-	-.057-	.809	1.237
	ST26	.055	.052	.063	1.054	.293	.168	.062	.056	.798	1.253
	ST27	.084	.049	.115	1.716	.087	.181	.101	.091	.625	1.601
	ST28	-.156-	.058	-.180-	-2.703-	.007	-.045-	-.158-	-.144-	.638	1.568
	ST34	.067	.046	.085	1.469	.143	.201	.086	.078	.852	1.174
	ST35	.227	.050	.272	4.570	.000	.366	.260	.243	.796	1.257
	ST40	.114	.067	.098	1.706	.089	.132	.100	.091	.862	1.161

a. Dependent Variable: ST52

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 53

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.309 <sup>a</sup>	.095	.073	.914	.095	4.332	7	288	.000
2	.328 <sup>b</sup>	.107	.082	.909	.012	3.855	1	287	.051

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST53

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.329	7	3.618	4.332	.000 <sup>a</sup>
	Residual	240.533	288	.835		
	Total	265.861	295			
2	Regression	28.517	8	3.565	4.310	.000 <sup>b</sup>
	Residual	237.345	287	.827		
	Total	265.861	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST53

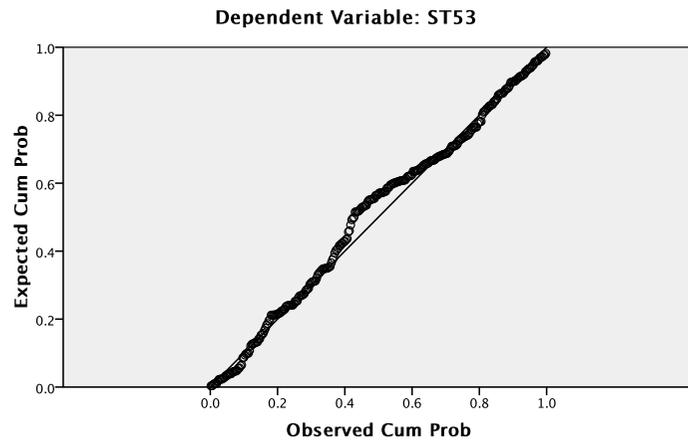
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.307	.306		7.539	.000					

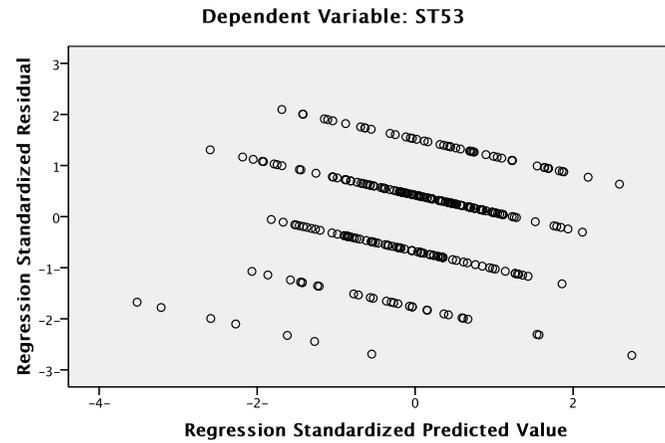
	ST24	.114	.059	.117	1.929	.055	.185	.113	.108	.850	1.176
	ST25	-.017-	.057	-.018-	-.292-	.771	.037	-.017-	-.016-	.818	1.222
	ST26	-.029-	.065	-.028-	-.451-	.653	.062	-.027-	-.025-	.813	1.230
	ST27	.091	.061	.105	1.488	.138	.159	.087	.083	.627	1.594
	ST28	-.049-	.071	-.047-	-.691-	.490	.044	-.041-	-.039-	.676	1.480
	ST34	.080	.058	.085	1.392	.165	.180	.082	.078	.852	1.173
	ST35	.180	.063	.181	2.880	.004	.255	.167	.161	.797	1.255
2	(Constant)	2.230	.307		7.261	.000					
	ST24	.114	.059	.117	1.933	.054	.185	.113	.108	.850	1.176
	ST25	-.005-	.058	-.005-	-.081-	.935	.037	-.005-	-.005-	.809	1.237
	ST26	-.047-	.066	-.045-	-.713-	.476	.062	-.042-	-.040-	.798	1.253
	ST27	.084	.061	.096	1.367	.173	.159	.080	.076	.625	1.601
	ST28	-.083-	.073	-.079-	-1.138-	.256	.044	-.067-	-.063-	.638	1.568
	ST34	.077	.057	.081	1.345	.180	.180	.079	.075	.852	1.174
	ST35	.176	.062	.177	2.826	.005	.255	.165	.158	.796	1.257
	ST40	.164	.084	.118	1.963	.051	.145	.115	.110	.862	1.161

a. Dependent Variable: ST53

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 54

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.327 <sup>a</sup>	.107	.085	.949	.107	4.915	7	288	.000
2	.351 <sup>b</sup>	.123	.099	.942	.016	5.400	1	287	.021

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST54

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.008	7	4.430	4.915	.000 <sup>a</sup>
	Residual	259.583	288	.901		
	Total	290.591	295			
2	Regression	35.803	8	4.475	5.041	.000 <sup>b</sup>
	Residual	254.789	287	.888		
	Total	290.591	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST54

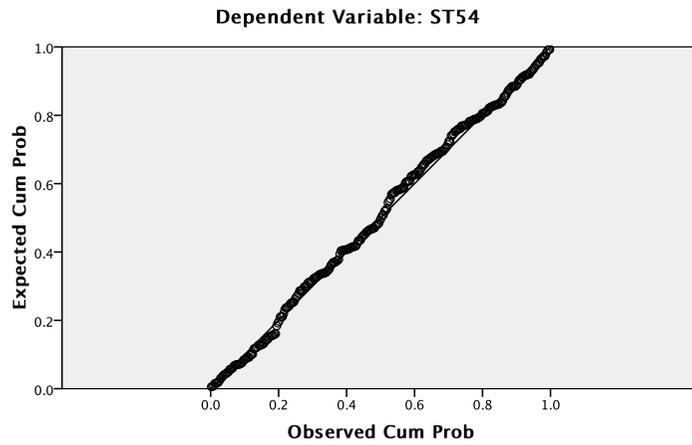
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.838	.318		5.782	.000					

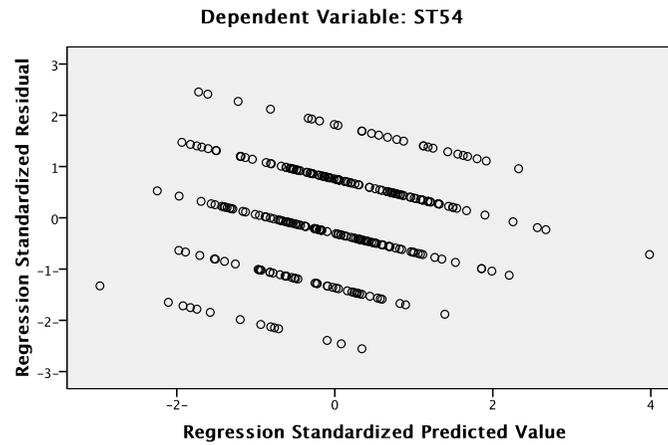
	ST24	.068	.062	.066	1.098	.273	.155	.065	.061	.850	1.176
	ST25	.007	.060	.007	.115	.908	.108	.007	.006	.818	1.222
	ST26	-.008-	.068	-.008-	-.122-	.903	.115	-.007-	-.007-	.813	1.230
	ST27	.156	.064	.172	2.452	.015	.267	.143	.137	.627	1.594
	ST28	.077	.074	.070	1.040	.299	.193	.061	.058	.676	1.480
	ST34	.095	.060	.096	1.585	.114	.194	.093	.088	.852	1.173
	ST35	.098	.065	.094	1.503	.134	.195	.088	.084	.797	1.255
2	(Constant)	1.743	.318		5.478	.000					
	ST24	.067	.061	.066	1.100	.272	.155	.065	.061	.850	1.176
	ST25	.022	.060	.022	.364	.716	.108	.021	.020	.809	1.237
	ST26	-.030-	.068	-.027-	-.435-	.664	.115	-.026-	-.024-	.798	1.253
	ST27	.147	.063	.162	2.318	.021	.267	.136	.128	.625	1.601
	ST28	.035	.075	.032	.470	.639	.193	.028	.026	.638	1.568
	ST34	.091	.059	.092	1.533	.126	.194	.090	.085	.852	1.174
	ST35	.092	.064	.089	1.434	.153	.195	.084	.079	.796	1.257
	ST40	.202	.087	.138	2.324	.021	.209	.136	.128	.862	1.161

a. Dependent Variable: ST54

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 55

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.360 <sup>a</sup>	.130	.109	.898	.130	6.131	7	288	.000
2	.366 <sup>b</sup>	.134	.109	.898	.004	1.299	1	287	.255

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST55

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.641	7	4.949	6.131	.000 <sup>a</sup>
	Residual	232.481	288	.807		
	Total	267.122	295			
2	Regression	35.688	8	4.461	5.532	.000 <sup>b</sup>
	Residual	231.434	287	.806		
	Total	267.122	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST55

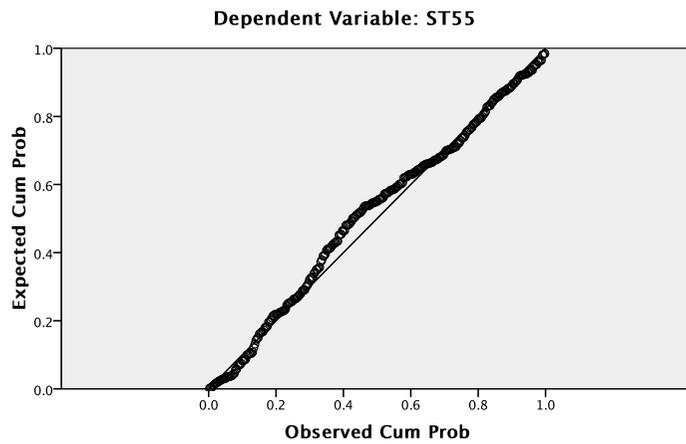
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.046	.301		6.798	.000					

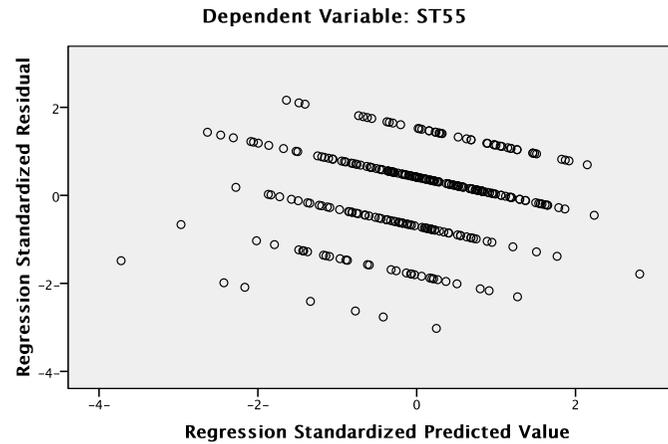
	ST24	.115	.058	.117	1.967	.050	.212	.115	.108	.850	1.176
	ST25	.005	.057	.005	.085	.932	.079	.005	.005	.818	1.222
	ST26	-.042-	.064	-.040-	-.651-	.515	.073	-.038-	-.036-	.813	1.230
	ST27	.094	.060	.108	1.561	.120	.196	.092	.086	.627	1.594
	ST28	-.012-	.070	-.011-	-.166-	.868	.096	-.010-	-.009-	.676	1.480
	ST34	.107	.057	.113	1.891	.060	.225	.111	.104	.852	1.173
	ST35	.209	.061	.210	3.404	.001	.295	.197	.187	.797	1.255
2	(Constant)	2.001	.303		6.598	.000					
	ST24	.115	.058	.117	1.965	.050	.212	.115	.108	.850	1.176
	ST25	.012	.057	.013	.207	.836	.079	.012	.011	.809	1.237
	ST26	-.052-	.065	-.049-	-.799-	.425	.073	-.047-	-.044-	.798	1.253
	ST27	.090	.060	.103	1.486	.139	.196	.087	.082	.625	1.601
	ST28	-.031-	.072	-.030-	-.431-	.667	.096	-.025-	-.024-	.638	1.568
	ST34	.105	.057	.111	1.860	.064	.225	.109	.102	.852	1.174
	ST35	.207	.061	.207	3.365	.001	.295	.195	.185	.796	1.257
	ST40	.094	.083	.067	1.140	.255	.118	.067	.063	.862	1.161

a. Dependent Variable: ST55

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 56

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.320 <sup>a</sup>	.103	.081	.958	.103	4.707	7	288	.000
2	.344 <sup>b</sup>	.118	.094	.952	.016	5.138	1	287	.024

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST56

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.260	7	4.323	4.707	.000 <sup>a</sup>
	Residual	264.494	288	.918		
	Total	294.753	295			
2	Regression	34.911	8	4.364	4.820	.000 <sup>b</sup>
	Residual	259.842	287	.905		
	Total	294.753	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST56

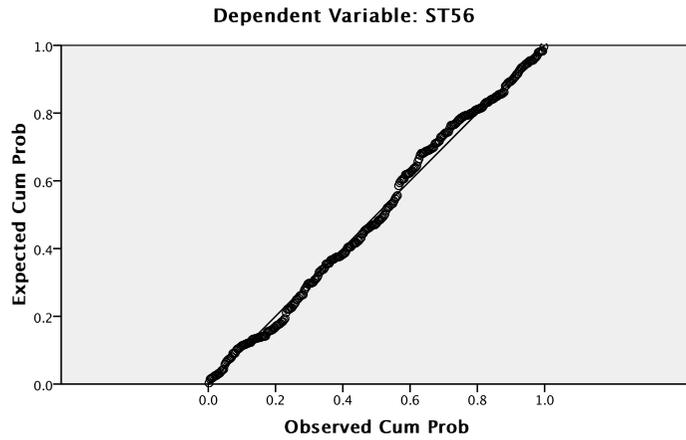
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.902	.321		5.925	.000					

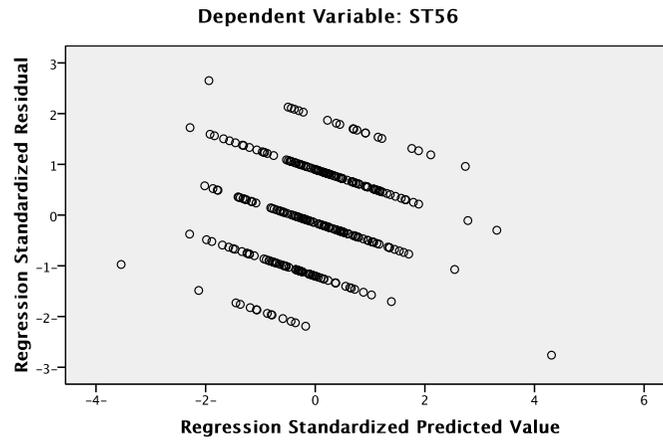
	ST24	.079	.062	.077	1.274	.204	.183	.075	.071	.850	1.176
	ST25	.111	.060	.113	1.834	.068	.193	.107	.102	.818	1.222
	ST26	-.100-	.069	-.091-	-1.464-	.144	.011	-.086-	-.082-	.813	1.230
	ST27	.034	.064	.037	.527	.598	.156	.031	.029	.627	1.594
	ST28	.130	.074	.119	1.755	.080	.200	.103	.098	.676	1.480
	ST34	.063	.060	.063	1.042	.299	.159	.061	.058	.852	1.173
	ST35	.154	.066	.147	2.345	.020	.192	.137	.131	.797	1.255
2	(Constant)	1.808	.321		5.626	.000					
	ST24	.079	.062	.077	1.278	.202	.183	.075	.071	.850	1.176
	ST25	.125	.060	.128	2.079	.038	.193	.122	.115	.809	1.237
	ST26	-.121-	.069	-.110-	-1.766-	.078	.011	-.104-	-.098-	.798	1.253
	ST27	.025	.064	.027	.386	.700	.156	.023	.021	.625	1.601
	ST28	.090	.076	.082	1.182	.238	.200	.070	.066	.638	1.568
	ST34	.059	.060	.059	.987	.325	.159	.058	.055	.852	1.174
	ST35	.149	.065	.142	2.283	.023	.192	.134	.127	.796	1.257
	ST40	.199	.088	.135	2.267	.024	.175	.133	.126	.862	1.161

a. Dependent Variable: ST56

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 57

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.386 <sup>a</sup>	.149	.128	.942	.149	7.193	7	288	.000
2	.399 <sup>b</sup>	.159	.136	.938	.011	3.637	1	287	.058

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST57

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.668	7	6.381	7.193	.000 <sup>a</sup>
	Residual	255.481	288	.887		
	Total	300.149	295			
2	Regression	47.865	8	5.983	6.806	.000 <sup>b</sup>
	Residual	252.284	287	.879		
	Total	300.149	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST57

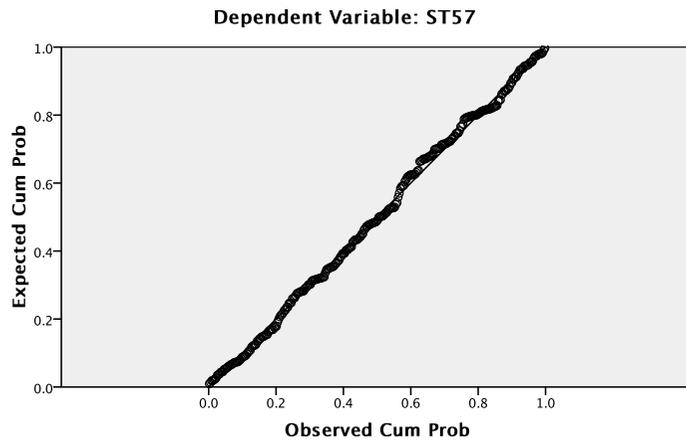
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.633	.315		5.175	.000					

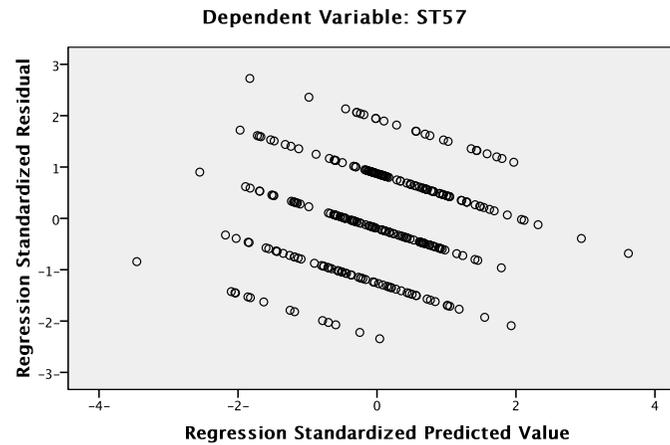
	ST24	.153	.061	.147	2.497	.013	.239	.146	.136	.850	1.176
	ST25	.046	.059	.047	.780	.436	.161	.046	.042	.818	1.222
	ST26	-.086-	.067	-.077-	-1.282-	.201	.069	-.075-	-.070-	.813	1.230
	ST27	.211	.063	.229	3.343	.001	.303	.193	.182	.627	1.594
	ST28	.069	.073	.063	.949	.343	.219	.056	.052	.676	1.480
	ST34	.031	.059	.031	.527	.598	.163	.031	.029	.852	1.173
	ST35	.115	.064	.109	1.788	.075	.212	.105	.097	.797	1.255
2	(Constant)	1.555	.317		4.910	.000					
	ST24	.152	.061	.147	2.503	.013	.239	.146	.135	.850	1.176
	ST25	.058	.059	.059	.984	.326	.161	.058	.053	.809	1.237
	ST26	-.104-	.068	-.093-	-1.533-	.126	.069	-.090-	-.083-	.798	1.253
	ST27	.204	.063	.221	3.230	.001	.303	.187	.175	.625	1.601
	ST28	.036	.075	.032	.476	.634	.219	.028	.026	.638	1.568
	ST34	.028	.059	.028	.477	.633	.163	.028	.026	.852	1.174
	ST35	.111	.064	.105	1.730	.085	.212	.102	.094	.796	1.257
	ST40	.165	.086	.111	1.907	.058	.183	.112	.103	.862	1.161

a. Dependent Variable: ST57

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 58

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.348 <sup>a</sup>	.121	.100	.879	.121	5.672	7	288	.000
2	.350 <sup>b</sup>	.123	.098	.880	.002	.501	1	287	.480

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST58

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.691	7	4.384	5.672	.000 <sup>a</sup>
	Residual	222.630	288	.773		
	Total	253.321	295			
2	Regression	31.079	8	3.885	5.017	.000 <sup>b</sup>
	Residual	222.242	287	.774		
	Total	253.321	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST58

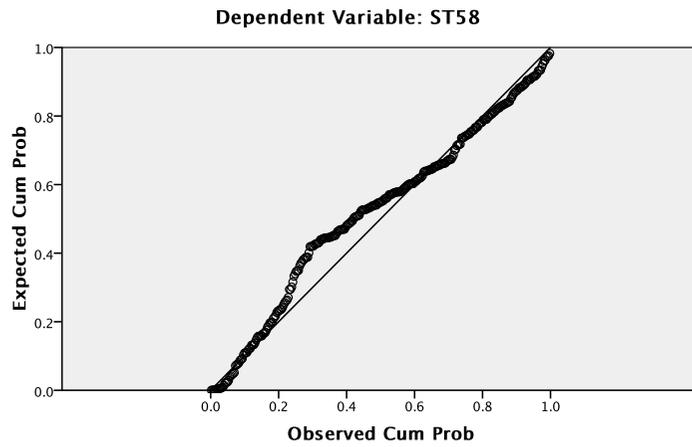
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.269	.294		7.705	.000					

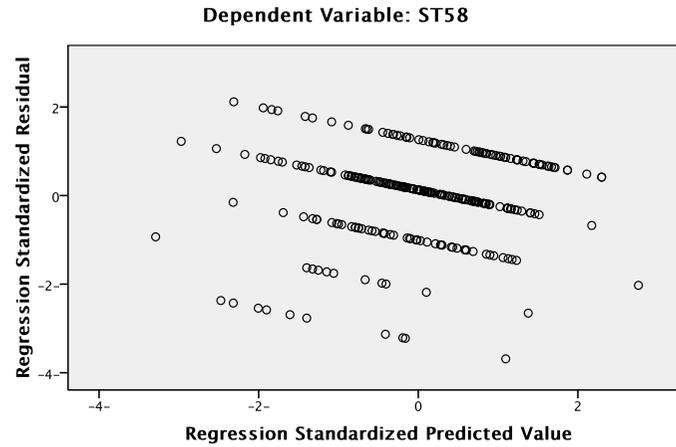
	ST24	.211	.057	.221	3.693	.000	.277	.213	.204	.850	1.176
	ST25	-.035-	.055	-.038-	-.628-	.530	.057	-.037-	-.035-	.818	1.222
	ST26	.047	.063	.046	.743	.458	.110	.044	.041	.813	1.230
	ST27	.016	.059	.019	.275	.783	.140	.016	.015	.627	1.594
	ST28	.029	.068	.029	.424	.672	.099	.025	.023	.676	1.480
	ST34	.056	.055	.060	1.007	.315	.174	.059	.056	.852	1.173
	ST35	.158	.060	.162	2.624	.009	.253	.153	.145	.797	1.255
2	(Constant)	2.242	.297		7.543	.000					
	ST24	.211	.057	.221	3.688	.000	.277	.213	.204	.850	1.176
	ST25	-.031-	.056	-.034-	-.549-	.584	.057	-.032-	-.030-	.809	1.237
	ST26	.041	.063	.040	.640	.523	.110	.038	.035	.798	1.253
	ST27	.014	.059	.016	.229	.819	.140	.014	.013	.625	1.601
	ST28	.017	.070	.017	.245	.807	.099	.014	.014	.638	1.568
	ST34	.055	.055	.059	.987	.325	.174	.058	.055	.852	1.174
	ST35	.156	.060	.161	2.596	.010	.253	.151	.144	.796	1.257
	ST40	.057	.081	.042	.708	.480	.097	.042	.039	.862	1.161

a. Dependent Variable: ST58

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 59

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.356 <sup>a</sup>	.126	.105	.903	.126	5.956	7	288	.000
2	.398 <sup>b</sup>	.158	.135	.888	.032	10.855	1	287	.001

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST59

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.018	7	4.860	5.956	.000 <sup>a</sup>
	Residual	234.995	288	.816		
	Total	269.014	295			
2	Regression	42.582	8	5.323	6.747	.000 <sup>b</sup>
	Residual	226.431	287	.789		
	Total	269.014	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST59

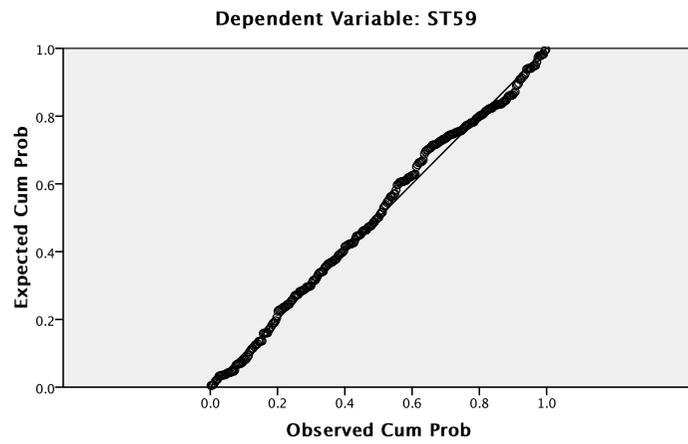
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.957	.303		6.468	.000					

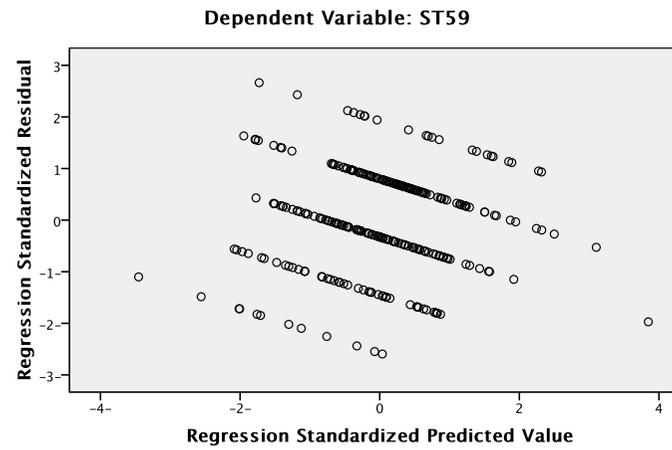
	ST24	.145	.059	.148	2.481	.014	.233	.145	.137	.850	1.176
	ST25	.045	.057	.048	.796	.426	.147	.047	.044	.818	1.222
	ST26	-.094-	.065	-.089-	-1.456-	.146	.043	-.085-	-.080-	.813	1.230
	ST27	.183	.061	.210	3.019	.003	.265	.175	.166	.627	1.594
	ST28	.032	.070	.030	.452	.651	.178	.027	.025	.676	1.480
	ST34	.047	.057	.049	.827	.409	.167	.049	.046	.852	1.173
	ST35	.099	.062	.099	1.605	.110	.197	.094	.088	.797	1.255
2	(Constant)	1.830	.300		6.100	.000					
	ST24	.145	.058	.148	2.515	.012	.233	.147	.136	.850	1.176
	ST25	.065	.056	.070	1.158	.248	.147	.068	.063	.809	1.237
	ST26	-.122-	.064	-.116-	-1.911-	.057	.043	-.112-	-.103-	.798	1.253
	ST27	.170	.060	.196	2.853	.005	.265	.166	.155	.625	1.601
	ST28	-.023-	.071	-.022-	-.331-	.741	.178	-.020-	-.018-	.638	1.568
	ST34	.042	.056	.044	.751	.453	.167	.044	.041	.852	1.174
	ST35	.092	.061	.092	1.519	.130	.197	.089	.082	.796	1.257
	ST40	.269	.082	.192	3.295	.001	.236	.191	.178	.862	1.161

a. Dependent Variable: ST59

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 60

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.373 <sup>a</sup>	.139	.118	.915	.139	6.650	7	288	.000
2	.416 <sup>b</sup>	.173	.150	.898	.034	11.635	1	287	.001

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST60

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.967	7	5.567	6.650	.000 <sup>a</sup>
	Residual	241.073	288	.837		
	Total	280.041	295			
2	Regression	48.359	8	6.045	7.488	.000 <sup>b</sup>
	Residual	231.681	287	.807		
	Total	280.041	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST60

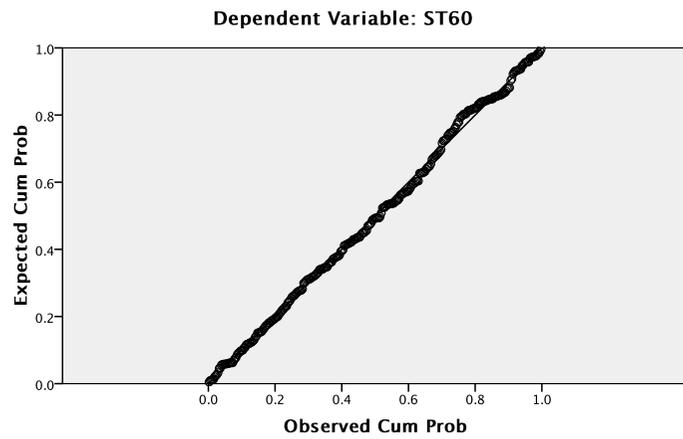
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.865	.306		6.087	.000					

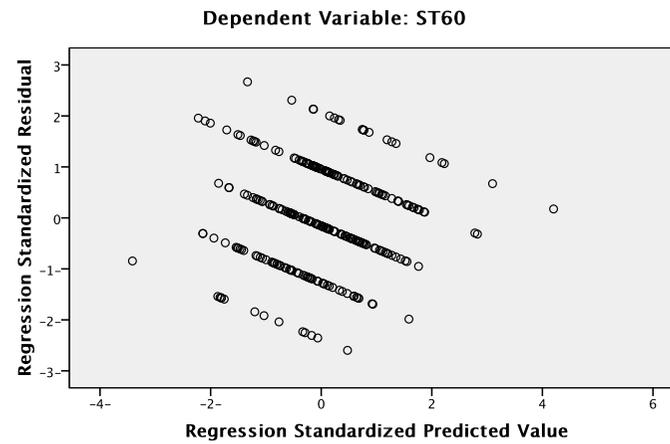
	ST24	.122	.059	.122	2.054	.041	.224	.120	.112	.850	1.176
	ST25	.040	.058	.042	.694	.488	.160	.041	.038	.818	1.222
	ST26	-.133-	.065	-.123-	-2.033-	.043	-.002-	-.119-	-.111-	.813	1.230
	ST27	.109	.061	.122	1.769	.078	.223	.104	.097	.627	1.594
	ST28	.149	.071	.140	2.099	.037	.243	.123	.115	.676	1.480
	ST34	.141	.058	.145	2.452	.015	.236	.143	.134	.852	1.173
	ST35	.062	.063	.060	.984	.326	.156	.058	.054	.797	1.255
2	(Constant)	1.732	.303		5.708	.000					
	ST24	.121	.058	.121	2.083	.038	.224	.122	.112	.850	1.176
	ST25	.061	.057	.064	1.067	.287	.160	.063	.057	.809	1.237
	ST26	-.163-	.065	-.151-	-2.511-	.013	-.002-	-.147-	-.135-	.798	1.253
	ST27	.095	.060	.107	1.581	.115	.223	.093	.085	.625	1.601
	ST28	.091	.072	.085	1.272	.205	.243	.075	.068	.638	1.568
	ST34	.136	.057	.140	2.403	.017	.236	.140	.129	.852	1.174
	ST35	.054	.061	.053	.885	.377	.156	.052	.048	.796	1.257
	ST40	.282	.083	.197	3.411	.001	.248	.197	.183	.862	1.161

a. Dependent Variable: ST60

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 61

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.415 <sup>a</sup>	.172	.152	.872	.172	8.556	7	288	.000
2	.429 <sup>b</sup>	.184	.162	.868	.012	4.262	1	287	.040

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST61

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.586	7	6.512	8.556	.000 <sup>a</sup>
	Residual	219.195	288	.761		
	Total	264.780	295			
2	Regression	48.793	8	6.099	8.104	.000 <sup>b</sup>
	Residual	215.987	287	.753		
	Total	264.780	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST61

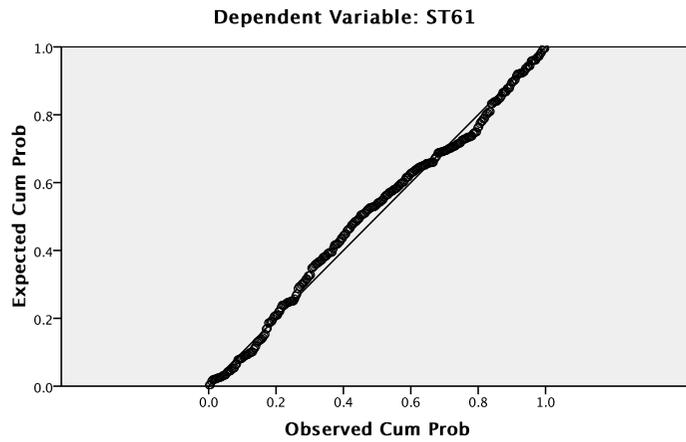
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.869	.292		6.395	.000					

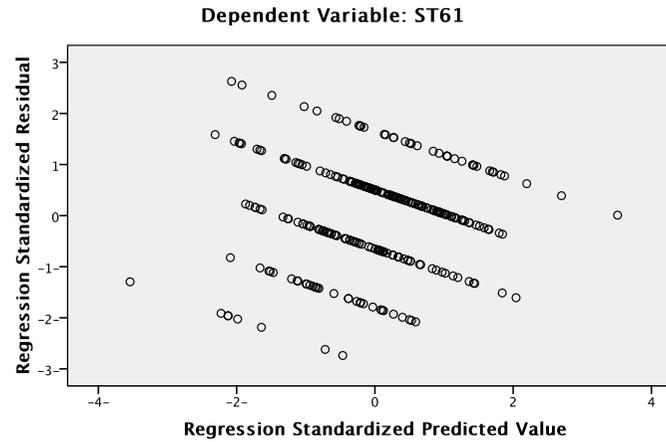
	ST24	.159	.057	.164	2.816	.005	.267	.164	.151	.850	1.176
	ST25	-.003-	.055	-.003-	-.058-	.954	.117	-.003-	-.003-	.818	1.222
	ST26	-.068-	.062	-.065-	-1.085-	.279	.063	-.064-	-.058-	.813	1.230
	ST27	.134	.059	.155	2.289	.023	.257	.134	.123	.627	1.594
	ST28	.056	.068	.054	.835	.404	.189	.049	.045	.676	1.480
	ST34	.186	.055	.196	3.382	.001	.304	.195	.181	.852	1.173
	ST35	.098	.060	.098	1.634	.103	.233	.096	.088	.797	1.255
2	(Constant)	1.791	.293		6.112	.000					
	ST24	.159	.056	.163	2.826	.005	.267	.165	.151	.850	1.176
	ST25	.009	.055	.010	.163	.871	.117	.010	.009	.809	1.237
	ST26	-.085-	.063	-.081-	-1.359-	.175	.063	-.080-	-.072-	.798	1.253
	ST27	.126	.058	.146	2.166	.031	.257	.127	.115	.625	1.601
	ST28	.023	.069	.022	.329	.743	.189	.019	.018	.638	1.568
	ST34	.183	.055	.193	3.343	.001	.304	.194	.178	.852	1.174
	ST35	.093	.059	.094	1.572	.117	.233	.092	.084	.796	1.257
	ST40	.165	.080	.119	2.064	.040	.187	.121	.110	.862	1.161

a. Dependent Variable: ST61

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 62

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.382 <sup>a</sup>	.146	.125	.767	.146	7.047	7	288	.000
2	.389 <sup>b</sup>	.151	.127	.766	.005	1.652	1	287	.200

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST62

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.008	7	4.144	7.047	.000 <sup>a</sup>
	Residual	169.357	288	.588		
	Total	198.365	295			
2	Regression	29.978	8	3.747	6.387	.000 <sup>b</sup>
	Residual	168.387	287	.587		
	Total	198.365	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST62

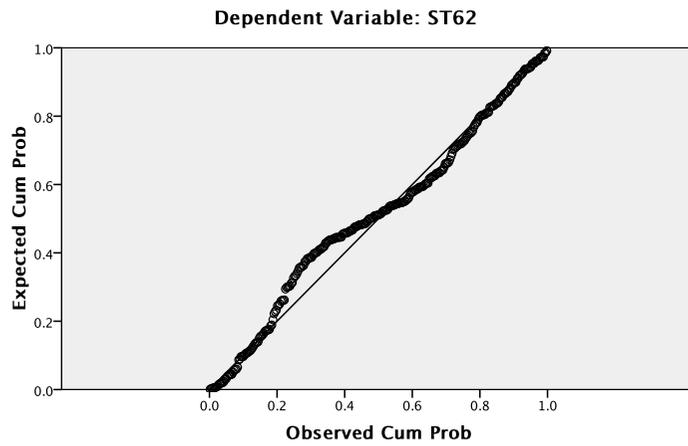
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.400	.257		9.346	.000					

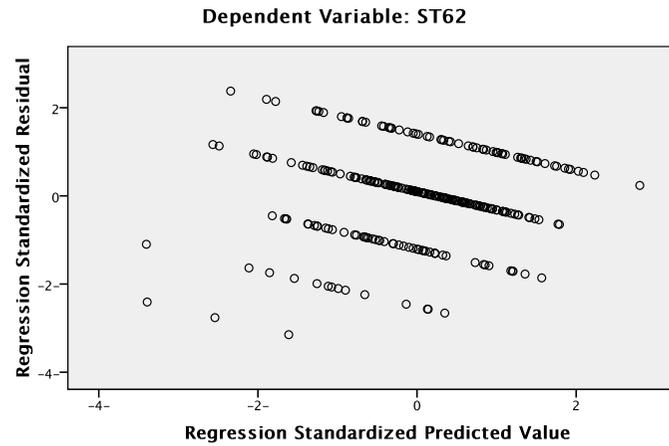
	ST24	.156	.050	.185	3.129	.002	.265	.181	.170	.850	1.176
	ST25	-.003-	.048	-.004-	-.069-	.945	.080	-.004-	-.004-	.818	1.222
	ST26	.004	.055	.004	.068	.946	.108	.004	.004	.813	1.230
	ST27	.089	.051	.118	1.723	.086	.208	.101	.094	.627	1.594
	ST28	-.032-	.059	-.036-	-.544-	.587	.088	-.032-	-.030-	.676	1.480
	ST34	.074	.048	.090	1.521	.129	.215	.089	.083	.852	1.173
	ST35	.164	.052	.190	3.117	.002	.296	.181	.170	.797	1.255
2	(Constant)	2.357	.259		9.113	.000					
	ST24	.156	.050	.185	3.129	.002	.265	.182	.170	.850	1.176
	ST25	.003	.048	.004	.069	.945	.080	.004	.004	.809	1.237
	ST26	-.006-	.055	-.006-	-.105-	.916	.108	-.006-	-.006-	.798	1.253
	ST27	.084	.051	.113	1.639	.102	.208	.096	.089	.625	1.601
	ST28	-.051-	.061	-.057-	-.833-	.406	.088	-.049-	-.045-	.638	1.568
	ST34	.072	.048	.088	1.487	.138	.215	.087	.081	.852	1.174
	ST35	.161	.052	.187	3.075	.002	.296	.179	.167	.796	1.257
	ST40	.091	.071	.075	1.285	.200	.128	.076	.070	.862	1.161

a. Dependent Variable: ST62

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 63

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.435 <sup>a</sup>	.189	.169	.788	.189	9.598	7	288	.000
2	.445 <sup>b</sup>	.198	.176	.785	.009	3.151	1	287	.077

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST63

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.686	7	5.955	9.598	.000 <sup>a</sup>
	Residual	178.689	288	.620		
	Total	220.375	295			
2	Regression	43.627	8	5.453	8.855	.000 <sup>b</sup>
	Residual	176.748	287	.616		
	Total	220.375	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST63

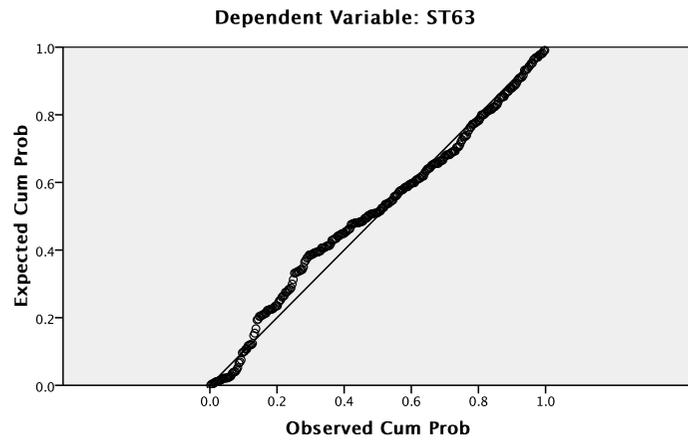
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.255	.264		8.548	.000					

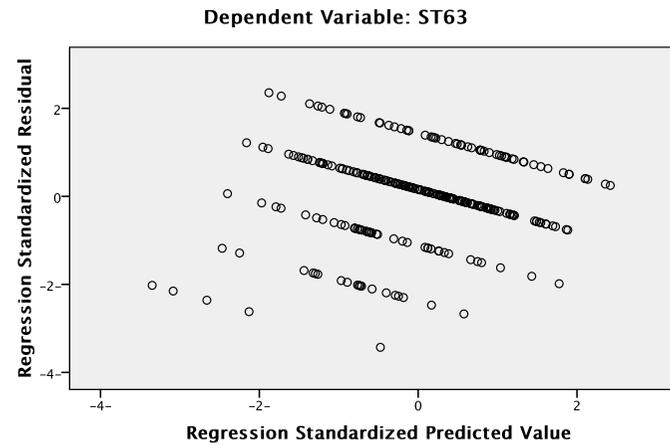
	ST24	.235	.051	.264	4.597	.000	.320	.261	.244	.850	1.176
	ST25	-.057-	.050	-.067-	-1.145-	.253	.038	-.067-	-.061-	.818	1.222
	ST26	8.290E-5	.056	.000	.001	.999	.107	.000	.000	.813	1.230
	ST27	.172	.053	.219	3.263	.001	.259	.189	.173	.627	1.594
	ST28	-.087-	.061	-.092-	-1.422-	.156	.071	-.083-	-.075-	.676	1.480
	ST34	.120	.050	.139	2.422	.016	.258	.141	.129	.852	1.173
	ST35	.078	.054	.086	1.439	.151	.246	.084	.076	.797	1.255
2	(Constant)	2.195	.265		8.280	.000					
	ST24	.235	.051	.264	4.609	.000	.320	.263	.244	.850	1.176
	ST25	-.047-	.050	-.056-	-.953-	.342	.038	-.056-	-.050-	.809	1.237
	ST26	-.013-	.057	-.014-	-.238-	.812	.107	-.014-	-.013-	.798	1.253
	ST27	.166	.053	.211	3.155	.002	.259	.183	.167	.625	1.601
	ST28	-.113-	.063	-.120-	-1.806-	.072	.071	-.106-	-.095-	.638	1.568
	ST34	.118	.049	.136	2.382	.018	.258	.139	.126	.852	1.174
	ST35	.074	.054	.082	1.383	.168	.246	.081	.073	.796	1.257
	ST40	.128	.072	.101	1.775	.077	.153	.104	.094	.862	1.161

a. Dependent Variable: ST63

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 64

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.338 <sup>a</sup>	.114	.092	.908	.114	5.293	7	288	.000
2	.360 <sup>b</sup>	.130	.105	.901	.016	5.190	1	287	.023

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST64

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.547	7	4.364	5.293	.000 <sup>a</sup>
	Residual	237.453	288	.824		
	Total	268.000	295			
2	Regression	34.764	8	4.346	5.347	.000 <sup>b</sup>
	Residual	233.236	287	.813		
	Total	268.000	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27  
 b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40  
 c. Dependent Variable: ST64

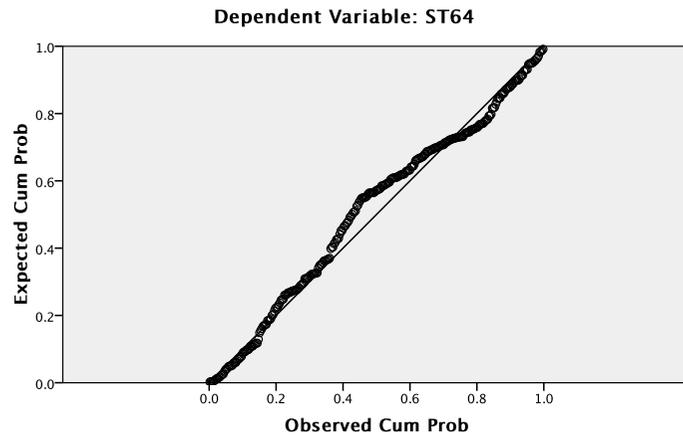
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.936	.304		6.367	.000					

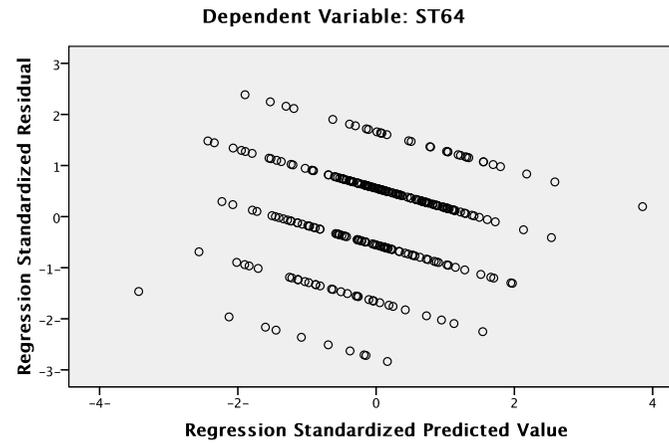
	ST24	.093	.059	.095	1.572	.117	.196	.092	.087	.850	1.176
	ST25	.047	.057	.050	.823	.411	.130	.048	.046	.818	1.222
	ST26	-.020-	.065	-.019-	-.305-	.760	.093	-.018-	-.017-	.813	1.230
	ST27	.083	.061	.096	1.371	.172	.206	.080	.076	.627	1.594
	ST28	.032	.070	.031	.459	.646	.144	.027	.025	.676	1.480
	ST34	.096	.057	.101	1.673	.095	.210	.098	.093	.852	1.173
	ST35	.175	.062	.175	2.815	.005	.259	.164	.156	.797	1.255
2	(Constant)	1.847	.304		6.067	.000					
	ST24	.092	.059	.094	1.578	.116	.196	.093	.087	.850	1.176
	ST25	.061	.057	.065	1.068	.287	.130	.063	.059	.809	1.237
	ST26	-.040-	.065	-.038-	-.612-	.541	.093	-.036-	-.034-	.798	1.253
	ST27	.075	.061	.086	1.232	.219	.206	.073	.068	.625	1.601
	ST28	-.006-	.072	-.006-	-.089-	.929	.144	-.005-	-.005-	.638	1.568
	ST34	.092	.057	.097	1.622	.106	.210	.095	.089	.852	1.174
	ST35	.170	.062	.170	2.756	.006	.259	.161	.152	.796	1.257
	ST40	.189	.083	.135	2.278	.023	.185	.133	.125	.862	1.161

a. Dependent Variable: ST64

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 65

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.357 <sup>a</sup>	.128	.106	.965	.128	6.014	7	288	.000
2	.390 <sup>b</sup>	.152	.128	.953	.025	8.296	1	287	.004

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST65

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.186	7	5.598	6.014	.000 <sup>a</sup>
	Residual	268.097	288	.931		
	Total	307.284	295			
2	Regression	46.718	8	5.840	6.432	.000 <sup>b</sup>
	Residual	260.565	287	.908		
	Total	307.284	295			

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST65

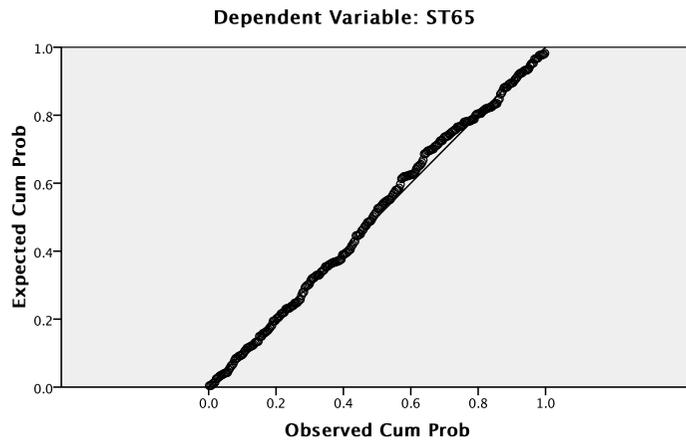
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.744	.323		5.396	.000					

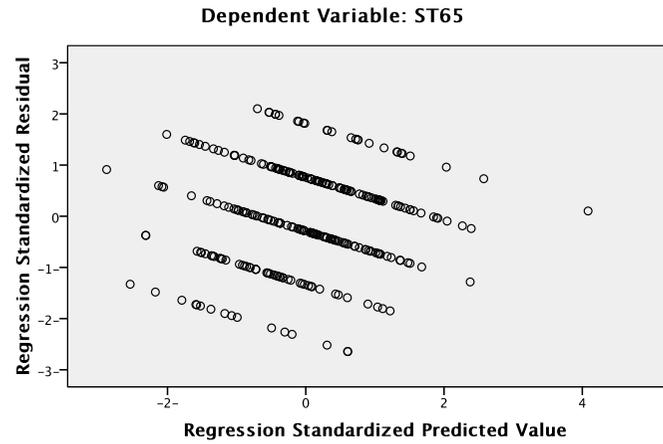
	ST24	.139	.063	.133	2.227	.027	.221	.130	.123	.850	1.176
	ST25	.049	.061	.049	.804	.422	.150	.047	.044	.818	1.222
	ST26	-.023-	.069	-.021-	-.337-	.736	.079	-.020-	-.019-	.813	1.230
	ST27	.133	.065	.143	2.056	.041	.231	.120	.113	.627	1.594
	ST28	.037	.075	.033	.495	.621	.176	.029	.027	.676	1.480
	ST34	.200	.061	.196	3.286	.001	.273	.190	.181	.852	1.173
	ST35	.002	.066	.002	.025	.980	.138	.001	.001	.797	1.255
2	(Constant)	1.624	.322		5.048	.000					
	ST24	.139	.062	.133	2.248	.025	.221	.132	.122	.850	1.176
	ST25	.067	.060	.068	1.118	.265	.150	.066	.061	.809	1.237
	ST26	-.050-	.069	-.044-	-.726-	.468	.079	-.043-	-.039-	.798	1.253
	ST27	.121	.064	.130	1.894	.059	.231	.111	.103	.625	1.601
	ST28	-.015-	.076	-.013-	-.193-	.847	.176	-.011-	-.010-	.638	1.568
	ST34	.195	.060	.191	3.247	.001	.273	.188	.177	.852	1.174
	ST35	-.005-	.065	-.004-	-.073-	.942	.138	-.004-	-.004-	.796	1.257
	ST40	.253	.088	.169	2.880	.004	.218	.168	.157	.862	1.161

a. Dependent Variable: ST65

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 66

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.337 <sup>a</sup>	.113	.092	.965	.113	5.263	7	288	.000
2	.338 <sup>b</sup>	.114	.089	.966	.001	.224	1	287	.636

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST66

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.319	7	4.903	5.263	.000 <sup>a</sup>
	Residual	268.276	288	.932		
	Total	302.595	295			
2	Regression	34.528	8	4.316	4.621	.000 <sup>b</sup>
	Residual	268.066	287	.934		
	Total	302.595	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST66

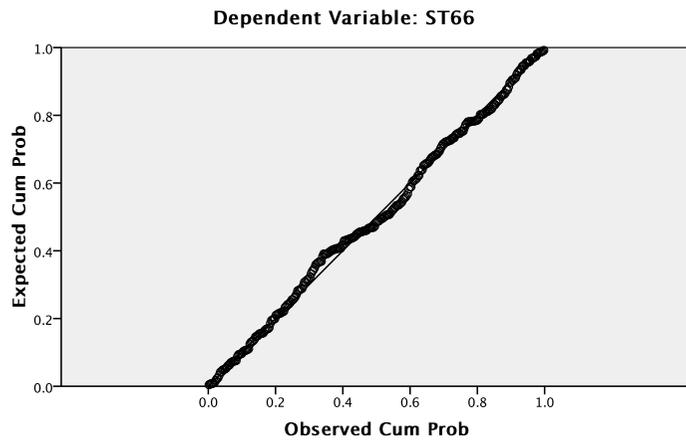
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.775	.323		5.490	.000					

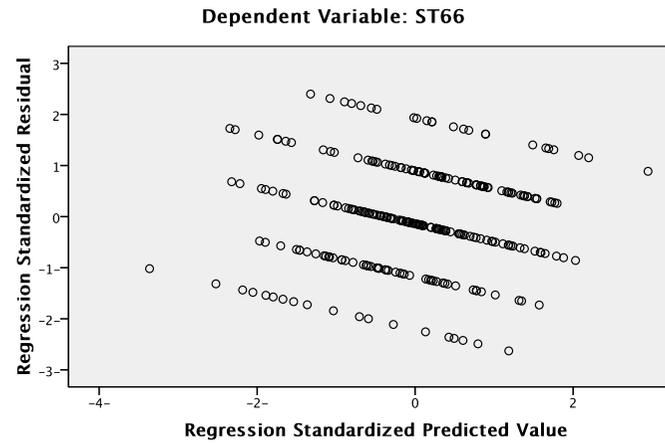
	ST24	.114	.063	.110	1.822	.069	.193	.107	.101	.850	1.176
	ST25	.020	.061	.020	.332	.740	.108	.020	.018	.818	1.222
	ST26	-.060-	.069	-.053-	-.864-	.388	.056	-.051-	-.048-	.813	1.230
	ST27	.167	.065	.181	2.580	.010	.235	.150	.143	.627	1.594
	ST28	.003	.075	.002	.036	.972	.142	.002	.002	.676	1.480
	ST34	.181	.061	.179	2.971	.003	.255	.172	.165	.852	1.173
	ST35	.033	.066	.031	.496	.620	.155	.029	.028	.797	1.255
2	(Constant)	1.755	.326		5.377	.000					
	ST24	.114	.063	.110	1.819	.070	.193	.107	.101	.850	1.176
	ST25	.023	.061	.024	.381	.704	.108	.022	.021	.809	1.237
	ST26	-.064-	.070	-.057-	-.919-	.359	.056	-.054-	-.051-	.798	1.253
	ST27	.165	.065	.179	2.541	.012	.235	.148	.141	.625	1.601
	ST28	-.006-	.077	-.005-	-.077-	.938	.142	-.005-	-.004-	.638	1.568
	ST34	.180	.061	.178	2.953	.003	.255	.172	.164	.852	1.174
	ST35	.032	.066	.030	.479	.632	.155	.028	.027	.796	1.257
	ST40	.042	.089	.028	.474	.636	.090	.028	.026	.862	1.161

a. Dependent Variable: ST66

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 67

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.399 <sup>a</sup>	.159	.139	.885	.159	7.805	7	288	.000
2	.407 <sup>b</sup>	.165	.142	.883	.006	2.037	1	287	.155

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST67

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.772	7	6.110	7.805	.000 <sup>a</sup>
	Residual	225.468	288	.783		
	Total	268.240	295			
2	Regression	44.361	8	5.545	7.108	.000 <sup>b</sup>
	Residual	223.879	287	.780		
	Total	268.240	295			

- a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27
- b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40
- c. Dependent Variable: ST67

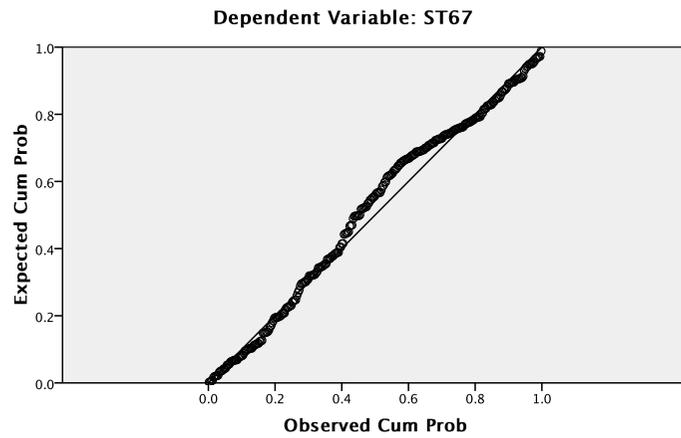
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.093	.296		7.064	.000					

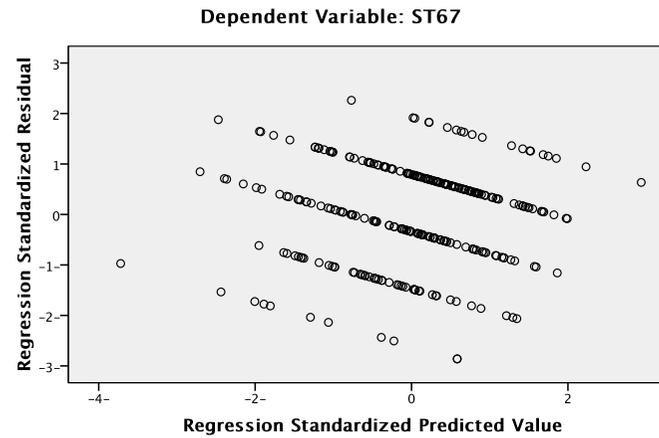
	ST24	.140	.057	.143	2.439	.015	.246	.142	.132	.850	1.176
	ST25	.092	.056	.099	1.652	.100	.168	.097	.089	.818	1.222
	ST26	-.159-	.063	-.150-	-2.509-	.013	-.044-	-.146-	-.136-	.813	1.230
	ST27	.123	.059	.142	2.074	.039	.179	.121	.112	.627	1.594
	ST28	-.036-	.069	-.034-	-.521-	.603	.113	-.031-	-.028-	.676	1.480
	ST34	.230	.056	.241	4.127	.000	.308	.236	.223	.852	1.173
	ST35	.035	.061	.035	.573	.567	.152	.034	.031	.797	1.255
2	(Constant)	2.039	.298		6.834	.000					
	ST24	.140	.057	.143	2.440	.015	.246	.143	.132	.850	1.176
	ST25	.100	.056	.108	1.798	.073	.168	.106	.097	.809	1.237
	ST26	-.171-	.064	-.162-	-2.683-	.008	-.044-	-.156-	-.145-	.798	1.253
	ST27	.118	.059	.135	1.983	.048	.179	.116	.107	.625	1.601
	ST28	-.059-	.070	-.057-	-.844-	.399	.113	-.050-	-.046-	.638	1.568
	ST34	.228	.056	.239	4.094	.000	.308	.235	.221	.852	1.174
	ST35	.032	.060	.032	.525	.600	.152	.031	.028	.796	1.257
	ST40	.116	.081	.083	1.427	.155	.106	.084	.077	.862	1.161

a. Dependent Variable: ST67

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Statement 68

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.374 <sup>a</sup>	.140	.119	1.003	.140	6.697	7	288	.000
2	.393 <sup>b</sup>	.154	.131	.996	.014	4.895	1	287	.028

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST68

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.153	7	6.736	6.697	.000 <sup>a</sup>
	Residual	289.681	288	1.006		
	Total	336.834	295			
2	Regression	52.012	8	6.501	6.551	.000 <sup>b</sup>
	Residual	284.823	287	.992		
	Total	336.834	295			

a. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27

b. Predictors: (Constant), ST35, ST25, ST26, ST34, ST24, ST28, ST27, ST40

c. Dependent Variable: ST68

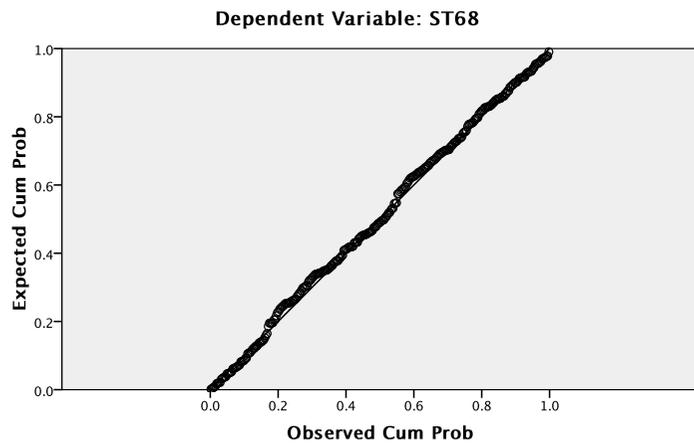
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.461	.336		4.350	.000					
	ST24	.020	.065	.018	.311	.756	.146	.018	.017	.850	1.176

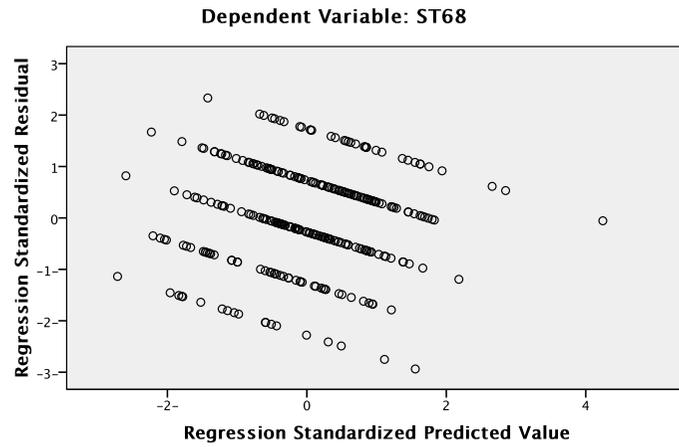
	ST25	.076	.063	.073	1.207	.229	.165	.071	.066	.818	1.222
	ST26	.019	.072	.016	.262	.794	.112	.015	.014	.813	1.230
	ST27	.002	.067	.002	.032	.975	.180	.002	.002	.627	1.594
	ST28	.144	.078	.123	1.851	.065	.210	.108	.101	.676	1.480
	ST34	.250	.063	.234	3.960	.000	.308	.227	.216	.852	1.173
	ST35	.131	.069	.117	1.912	.057	.214	.112	.104	.797	1.255
2	(Constant)	1.366	.336		4.059	.000					
	ST24	.020	.065	.018	.307	.759	.146	.018	.017	.850	1.176
	ST25	.091	.063	.087	1.445	.150	.165	.085	.078	.809	1.237
	ST26	-.003	.072	-.002	-.037	.971	.112	-.002	-.002	.798	1.253
	ST27	-.007	.067	-.008	-.109	.913	.180	-.006	-.006	.625	1.601
	ST28	.102	.079	.088	1.288	.199	.210	.076	.070	.638	1.568
	ST34	.247	.063	.231	3.925	.000	.308	.226	.213	.852	1.174
	ST35	.126	.068	.112	1.848	.066	.214	.108	.100	.796	1.257
	ST40	.203	.092	.129	2.213	.028	.196	.130	.120	.862	1.161

a. Dependent Variable: ST68

Normal P-P Plot of Regression Standardized Residual



Scatterplot



The following tables are extracted from the SPSS output for the chi-square test of independence (step one) that is between statement 40 and statements 41-68.

**ST40 \* ST41****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.243 <sup>a</sup>	2	.073
Likelihood Ratio	5.886	2	.053
Linear-by-Linear Association	4.975	1	.026
N of Valid Cases	296		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.83.

**ST40 \* ST42****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.842 <sup>a</sup>	2	.001
Likelihood Ratio	15.399	2	.000
Linear-by-Linear Association	13.773	1	.000
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.84.

**ST40 \* ST43****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.648 <sup>a</sup>	2	.059
Likelihood Ratio	5.633	2	.060
Linear-by-Linear Association	4.773	1	.029
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.42.

**ST40 \* ST44****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.013 <sup>a</sup>	2	.222

Likelihood Ratio	3.078	2	.215
Linear-by-Linear Association	2.503	1	.114
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.01.

#### ST40 \* ST45

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.552 <sup>a</sup>	2	.460
Likelihood Ratio	1.802	2	.406
Linear-by-Linear Association	1.360	1	.244
N of Valid Cases	296		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.13.

#### ST40 \* ST46

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.890 <sup>a</sup>	2	.012
Likelihood Ratio	9.486	2	.009
Linear-by-Linear Association	7.501	1	.006
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.43.

#### ST40 \* ST47

##### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.284 <sup>a</sup>	2	.526
Likelihood Ratio	1.341	2	.512
Linear-by-Linear Association	.898	1	.343
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.66.

**ST40 \* ST48****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.535 <sup>a</sup>	2	.282
Likelihood Ratio	2.608	2	.271
Linear-by-Linear Association	2.250	1	.134
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.68.

**ST40 \* ST49****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.217 <sup>a</sup>	2	.330
Likelihood Ratio	2.352	2	.309
Linear-by-Linear Association	1.073	1	.300
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.41.

**ST40 \* ST50****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.850 <sup>a</sup>	2	.002
Likelihood Ratio	13.562	2	.001
Linear-by-Linear Association	8.912	1	.003
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.30.

**ST40 \* ST51****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.101 <sup>a</sup>	2	.047
Likelihood Ratio	6.102	2	.047
Linear-by-Linear Association	5.847	1	.016

N of Valid Cases	296		
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a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.59.

### ST40 \* ST52

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.655 <sup>a</sup>	2	.098
Likelihood Ratio	5.197	2	.074
Linear-by-Linear Association	4.233	1	.040
N of Valid Cases	296		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.30.

### ST40 \* ST53

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.692 <sup>a</sup>	2	.021
Likelihood Ratio	8.192	2	.017
Linear-by-Linear Association	7.664	1	.006
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.36.

### ST40 \* ST54

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.076 <sup>a</sup>	2	.000
Likelihood Ratio	16.690	2	.000
Linear-by-Linear Association	13.711	1	.000
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.59.

### ST40 \* ST55

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.096 <sup>a</sup>	2	.078

Likelihood Ratio	5.494	2	.064
Linear-by-Linear Association	4.868	1	.027
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.84.

**ST40 \* ST56**

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.972 <sup>a</sup>	2	.007
Likelihood Ratio	9.794	2	.007
Linear-by-Linear Association	9.917	1	.002
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.19.

**ST40 \* ST57**

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.597 <sup>a</sup>	2	.005
Likelihood Ratio	10.461	2	.005
Linear-by-Linear Association	9.323	1	.002
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.54.

**ST40 \* ST58**

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.181 <sup>a</sup>	2	.204
Likelihood Ratio	3.465	2	.177
Linear-by-Linear Association	.680	1	.410
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.41.

**ST40 \* ST59****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.120 <sup>a</sup>	2	.001
Likelihood Ratio	14.290	2	.001
Linear-by-Linear Association	14.070	1	.000
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.77.

**ST40 \* ST60****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.348 <sup>a</sup>	2	.006
Likelihood Ratio	10.063	2	.007
Linear-by-Linear Association	10.275	1	.001
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.66.

**ST40 \* ST61****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.324 <sup>a</sup>	2	.003
Likelihood Ratio	11.824	2	.003
Linear-by-Linear Association	10.253	1	.001
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.72.

**ST40 \* ST62****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.183 <sup>a</sup>	2	.204
Likelihood Ratio	3.468	2	.177
Linear-by-Linear Association	3.153	1	.076

N of Valid Cases	296		
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a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.71.

### ST40 \* ST63

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.264 <sup>a</sup>	2	.119
Likelihood Ratio	4.658	2	.097
Linear-by-Linear Association	4.181	1	.041
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.06.

### ST40 \* ST64

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.745 <sup>a</sup>	2	.021
Likelihood Ratio	8.082	2	.018
Linear-by-Linear Association	7.696	1	.006
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.16.

### ST40 \* ST65

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.614 <sup>a</sup>	2	.022
Likelihood Ratio	7.688	2	.021
Linear-by-Linear Association	7.297	1	.007
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.95.

### ST40 \* ST66

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.225 <sup>a</sup>	2	.329

Likelihood Ratio	2.193	2	.334
Linear-by-Linear Association	1.789	1	.181
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.40.

### ST40 \* ST67

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.966 <sup>a</sup>	2	.374
Likelihood Ratio	1.967	2	.374
Linear-by-Linear Association	1.940	1	.164
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.47.

### ST40 \* ST68

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.428 <sup>a</sup>	2	.005
Likelihood Ratio	10.464	2	.005
Linear-by-Linear Association	10.367	1	.001
N of Valid Cases	296		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.51.

The following tables are extracted from the SPSS output for the Spearman rank order correlation coefficient (step two) for the statements that were tested for association in step one:

**Correlations**

			ST40	ST42
Spearman's rho	ST40	Correlation Coefficient	1.000	.196**
		Sig. (2-tailed)	.	.001
		N	296	296
	ST42	Correlation Coefficient	.196**	1.000
		Sig. (2-tailed)	.001	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

			ST40	ST46
Spearman's rho	ST40	Correlation Coefficient	1.000	.178**
		Sig. (2-tailed)	.	.002
		N	296	296
	ST46	Correlation Coefficient	.178**	1.000
		Sig. (2-tailed)	.002	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

			ST40	ST50
Spearman's rho	ST40	Correlation Coefficient	1.000	.146*
		Sig. (2-tailed)	.	.012
		N	296	296
	ST50	Correlation Coefficient	.146*	1.000
		Sig. (2-tailed)	.012	.
		N	296	296

\* . Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

			ST40	ST51
Spearman's rho	ST40	Correlation Coefficient	1.000	.128*

		Sig. (2-tailed)	.	.028
		N	296	296
ST51		Correlation Coefficient	.128*	1.000
		Sig. (2-tailed)	.028	.
		N	296	296

\*. Correlation is significant at the 0.05 level (2-tailed).

#### Correlations

			ST40	ST53
Spearman's rho	ST40	Correlation Coefficient	1.000	.150**
		Sig. (2-tailed)	.	.010
		N	296	296
ST53		Correlation Coefficient	.150**	1.000
		Sig. (2-tailed)	.010	.
		N	296	296

\*\* Correlation is significant at the 0.01 level (2-tailed).

#### Correlations

			ST40	ST54
Spearman's rho	ST40	Correlation Coefficient	1.000	.196**
		Sig. (2-tailed)	.	.001
		N	296	296
ST54		Correlation Coefficient	.196**	1.000
		Sig. (2-tailed)	.001	.
		N	296	296

\*\* Correlation is significant at the 0.01 level (2-tailed).

#### Correlations

			ST40	ST56
Spearman's rho	ST40	Correlation Coefficient	1.000	.186**
		Sig. (2-tailed)	.	.001
		N	296	296
ST56		Correlation Coefficient	.186**	1.000
		Sig. (2-tailed)	.001	.
		N	296	296

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

			ST40	ST57
Spearman's rho	ST40	Correlation Coefficient	1.000	.170**
		Sig. (2-tailed)	.	.003
		N	296	296
	ST57	Correlation Coefficient	.170**	1.000
		Sig. (2-tailed)	.003	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

			ST40	ST59
Spearman's rho	ST40	Correlation Coefficient	1.000	.240**
		Sig. (2-tailed)	.	.000
		N	296	296
	ST59	Correlation Coefficient	.240**	1.000
		Sig. (2-tailed)	.000	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

			ST40	ST60
Spearman's rho	ST40	Correlation Coefficient	1.000	.223**
		Sig. (2-tailed)	.	.000
		N	296	296
	ST60	Correlation Coefficient	.223**	1.000
		Sig. (2-tailed)	.000	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

			ST40	ST61
Spearman's rho	ST40	Correlation Coefficient	1.000	.189**
		Sig. (2-tailed)	.	.001
		N	296	296
	ST61	Correlation Coefficient	.189**	1.000

	Sig. (2-tailed)	.001	.
	N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Correlations

			ST40	ST64
Spearman's rho	ST40	Correlation Coefficient	1.000	.167**
		Sig. (2-tailed)	.	.004
		N	296	296
	ST64	Correlation Coefficient	.167**	1.000
		Sig. (2-tailed)	.004	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Correlations

			ST40	ST65
Spearman's rho	ST40	Correlation Coefficient	1.000	.203**
		Sig. (2-tailed)	.	.000
		N	296	296
	ST65	Correlation Coefficient	.203**	1.000
		Sig. (2-tailed)	.000	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Correlations

			ST40	ST68
Spearman's rho	ST40	Correlation Coefficient	1.000	.195**
		Sig. (2-tailed)	.	.001
		N	296	296
	ST68	Correlation Coefficient	.195**	1.000
		Sig. (2-tailed)	.001	.
		N	296	296

\*\* . Correlation is significant at the 0.01 level (2-tailed).