

SELF-ENHANCING HUMOUR AND EMPLOYEE RESILIENCE IN PUBLIC INTERVENTIONIST AGENCIES IN SOUTH-SOUTH, NIGERIA

Wariboko, R. I.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

Gabriel, J. M. O.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

and

Asawo, S. P.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

ABSTRACT

This study examined the relationship between self-enhancing humour and employee resilience in public interventionist agencies in South-South, Nigeria. The study adopted descriptive design. Primary data was generated through structured questionnaire. The population of this study was 2925 employees of the ten public interventionist agencies in South-South, Nigeria. The sample size for the study was therefore be 394 obtained using the Taro Yamane sample size determination formulation. Furthermore, the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship between self-enhancing humour and employee resilience in public interventionist agencies in South-South, Nigeria. Therefore, the study concludes that the self-enhancing humour, positively enhances employee resilience in public interventionist agencies in South-South, Nigeria. Thus, the study recommends that managers in public interventionist agencies should strive to create a work environment that fosters positivity and optimism. This can be achieved by promoting a culture that values and encourages self-enhancing humour. Managers can lead by example and use self-enhancing humour to cope with challenges and setbacks, demonstrating that a positive outlook can enhance resourcefulness.

Keywords: Self-enhancing humour, employee responsiveness, agility, responsiveness, resourcefulness

INTRODUCTION

Organizations are social systems consciously designed to achieve predetermined objectives like profitability, growth and expansion, good citizenship, goodwill, survival and others (Jaja, Gabriel & Wobodo, 2019). Organizations operate in a context that is more dynamic and competitive, and their performance is a reflection of both their ability to adapt to changing business conditions and their ability to survive in those environments (Lampel, Bhalla & Jha, 2014). There is mounting evidence that organizations with resilient people are better equipped to bounce back from business environment difficulties and even grow. Employees that are resilient are capable of sustaining organizational growth, enduring big crises, and thriving in adversity (Carvalho & Areal, 2015; Van der Vegt, Essens, Wahlstrom & George, 2015).

Employee resilience has been advocated as a way to concentrate on the empirical investigation of individual resilience in organizational settings to the context of "work-specific" resilient behaviors (Näswallet *al.*, 2015). Employee resilience is described as "employee capability, facilitated and supported by the organization, to utilize resources to consistently adapt and flourish at work, even if/when faced with tough conditions" (Näswallet *al.*, 2015), in line with the ecological perspective on resilience. One of the definition's main claims is that "organizational enablers"—support from the organization—can help to promote employee resilience. According to Näswallet *al.* (2015), employee resilience influences key performance factors such as positive employee attitudes and behaviors. Employee resilience may also be thought of as a protective element in how well workers adapt to change at work (Shin *et al.*, 2012). According to study, resilient workers are better at adapting to essential organizational changes and recovering from disruptions at work than non-resilient workers in terms of their overall wellbeing at work (Shin *et al.*, 2012).

The word "resilience" has many definitions, which broaden the breadth of what it means. Various aspects of resilience (personal resilience, trait resilience, psychological resilience, emotional resilience, career resilience, and ego resilience) have also been examined in numerous research in both individual and

organizational contexts (Bolton, *et al* 2004; Dulewicz, Higgs & Slaski, 2003; Fredrickson & Tugade, 2003; Waugh, Fredrickson & Taylor, 2008). According to most authors, resilience is a skill that manifests in behavior, interacts with change, and pertains to getting out of an unpleasant situation (Paul & Garg, 2012). The psychological mechanisms that allow people to recover from crises or traumatic situations are mostly accounted for by the dispositional characteristic known as employee resilience (Shin *et al.*, 2012; McLarnon & Rothstein, 2013; Moenkemeyer, Hoegl & Weiss, 2012; Pipe *et al.*, 2012).

Organizations are laden with stress, strains, tensions and paradoxes which are observable in the day-to-day activities and relationship between managers/leaders and employees. This relationship explains aspects of organizational effectiveness, efficiency and commitment. Managers engage in practices that are intended to influence their subordinates (Hiller, DeChurch, Murase & Doty, 2011) to cope with day-to-day interactions and feel a sense of belonging. Stress reduction is a crucial management issue since it could have adverse effects on the productivity of the organization and the ability to retain valuable employees (Miznikova & Schönfeldt, 2010). Geoswami and Nair (2018) posit that managerial humour can make employees experience positive emotions which reduce stress and result in engaged employees. Humour is considered a fundamental ingredient of good and healthy employment relationships, particularly regarding that of managers-employees' relationship which has numerous organizational outcomes as proposed by researchers. Miznikova and Schönfeldt (2010) referred that humour is a tool that managers use in achieving benefits in the organization.

Humour has the potential to address both issues of employees' retention and viability by helping to create a fun filled environment that employees find attractive (Romero & Arendt, 2011). This paper focuses on self-enhancing humour which helps in developing a positive mindset in the face of distress, tension and tribulation. People who employ self-enhancing humour have a humorous view of life and are not easily overwhelmed in distress and by its inevitable tribulations (Romero & Arendt, 2011). These people have a humorous attitude towards their life. When they deal with stress or difficulty, they motivate themselves

through humour and maintain their positive awareness. It is an emotion-regulating or responsive defense mechanism. Self-enhancing humour has been said to be negatively related to neuroticism and positively related to self-esteem and favorable emotions (Ho, Wang, Huang & Chen, 2011). Romero and Cruthirds (2006) posit that this type of humour is used to enhance the image of the initiator when used in the organization. This humour style is individual centered unlike affiliative humour (Martin *et al.*, 2003).

Self-enhancing humour is associated with a range of positive outcomes, including increased well-being and resilience, better physical and mental health, and improved social relationships. This type of humour has been shown to be particularly effective in reducing stress and anxiety, as it allows individuals to reframe their perceptions of stressful situations and find humour in them. Additionally, self-enhancing humour has been linked to creativity and problem-solving abilities, as individuals who are able to use humour as a coping mechanism are often better able to think outside of the box and come up with innovative solutions to problems. Overall, self-enhancing humour is an important aspect of positive psychology, and can be a valuable tool for individuals looking to improve their well-being and resilience in the face of adversity. Therefore, the purpose of this paper therefore was to examine the relationship between self-enhancing humour and employee resilience in public interventionist agencies in South-South, Nigeria.

Conceptual Framework



Figure 1: Relationship between self-enhancing humour and employee resilience

Source: Desk Research (2023)

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory

Social Exchange Theory portends that persons in relations are motivated by the goodness of outcomes they expect to receive (Nakonezny and Denton, 2008). Social Exchange Theory is amongst the most significant conceptual models for appreciating workplace conduct. One of the basic tenets of Social Exchange Theory is that relationships develop over time into trusting, loyal, and reciprocal commitments. For this to happen, parties must stand by certain —rules of exchange. Rules of exchange form a —normative meaning of the situation that forms among or is accepted by the participants in an exchange relation (Emerson, 1976). Therefore, the usage of Social Exchange Theory in models of organizational behavior is outlined on the basis of the exchange rule or belief the researcher relies on.

In agreement with the exchange theory the support given to an employee is expected to create inequity in the exchange between the employee and the source of support (the supervisor). Therefore, the employee will try to maintain equilibrium between the support received and the effort extended (Randall et al 1999). In other words, upon getting support the employees will tend to respond to fulfil his/her feeling of indebtedness by showing positive work conducts. The support given may directly empower the member of staff to perform better or display positive work approaches (Randall et al 1999). His or her performance will consequently be compensated through favorable career outcomes including salary raise (Scandura & Schreinsheim 1994), career satisfaction (Martin et al 2005) and promotions (Liden and Maslyn 1998).

Most of management studies focus on expectations of mutual benefit; however, a number of other exchange rules have been delineated in Social Exchange Theory. —Reciprocal exchange is one that does not include clear bargaining (Molm, 2003). Relatively, one party 's actions are reliant on the other's conduct. Because of this, interdependence decreases risk and boosts collaboration (Molm, 2003). The procedure begins when

at least one participant makes a —move, and if the other responds, new rounds of exchange start. Once the process is in motion, each consequence can create a self-reinforcing structure. The sequence is likely to be continuous, making it difficult to organize into distinct steps. Precisely, findings propose that individuals with a strong exchange alignment are expected to return a good deed than those low in exchange alignment.

Conceptual Review

Self-Enhancing Humour

Self-enhancing humour, a type of humour that involves making light of a stressful situation, can have significant benefits for mental health. According to Chen and Martin (2007), self-enhancing humour can promote positive emotions, increase resilience, and reduce symptoms of anxiety and depression. In a study conducted by according to Torres-Marín, Navarro-Carrillo, Eid and Carretero-Dios (2022) contend that individuals who scored high on a self-enhancing humour scale reported experiencing less stress and anxiety than those who scored low on the same scale. They suggest that individuals who use self-enhancing humour as a coping mechanism are better equipped to deal with stressful situations, which can have a positive impact on their mental health. Additionally, self-enhancing humour can help individuals reframe negative experiences in a more positive light, which can lead to a more optimistic outlook on life. This type of humour can also serve as a form of social support, as individuals who use self-enhancing humour are often viewed as more likable and approachable (Chen & Martin, 2007). Overall, the benefits of self-enhancing humour on mental health are clear, as this type of humour can promote positive emotions, increase resilience, and reduce symptoms of anxiety and depression.

Humour is a powerful tool that can enhance our social, emotional, and cognitive well-being. According to Shu and PeiZhen (2014), self-enhancing humour, which is the ability to find humour in challenging situations and to laugh at oneself, is associated with higher levels of happiness, optimism, and self-esteem. To cultivate self-enhancing humour in daily life, one can engage in activities that promote positive thinking, such as keeping a gratitude journal or practicing mindfulness meditation. Additionally, surrounding oneself

with humorous people and consuming humorous media can also increase one's exposure to positive humour. Finally, it is important to adopt a playful attitude towards life and to not take one-self too seriously. By viewing life as a joyful and humorous experience, one can cultivate a more positive and lighthearted outlook on life, which can have numerous benefits for one's mental health and well-being.

Resilience

Employee resilience is described as the capacity to overcome failures and continue to be productive in the face of demanding tasks and challenging situations, strengthening oneself in the process (Cooper, Liu, & Tarba, 2014). Here, the term "employee resilience" refers to a behavioral trait encouraged by the organization that demonstrates resource utilization and the capacity for ongoing workplace adaptation (Kuntz *et al.*, 2016). It consists of behaviors that can be continuously developed and applied in real-world situations, such as crisis management, support-seeking, adaptive, proactive, and learning behaviors. Using performance feedback to enhance work processes, asking for help and resources from peers and supervisors, viewing organizational change as an opportunity for personal growth, and maintaining performance during periods of high workload are a few examples of resilient behaviors.

In a variety of respects, the concept of employee resilience given here expands on traditional conceptions of resilience. First, although required, individual resilience—the capacity to overcome challenges and even thrive in them—is insufficient on its own to support resilient behavior. Employee resilience is therefore dependent on but separate from attitudinal and coping-related resilience categories, such as hardiness and PsyCap (e.g., Luthans *et al.*, 2010; Maddi, 2013). Second, employee resilience is a set of proactive and adaptable behaviors that promote change and innovation while promoting employee wellbeing, signaling both individual and organizational adaptability. Employee resilience is not only a preparedness factor that supports effective crisis management, ensuring organizational survival (Nilakantet *et al.*, 2016). Third, employee resilience is not crisis-contingent and can therefore be developed and demonstrated in both stable environments and adverse contexts, in contrast to mainstream perspectives on resilience, which propose

that individual and organizational resilience is necessarily predicated on exposure to adversity (e.g., Bonanno, 2004; Lengnick-Hall *et al.*, 2011; Seery *et al.*, 2013). This idea is in line with current perspectives on resilience, which characterize it as a dynamic capability that ensures ongoing development as well as readiness for future adversity. These perspectives also call for a conceptualization of personal resilience at work that is consistent with this characterization (Carvalho and Areal, 2015; Linnenluecke, 2015; Southwick *et al.*, 2014; Van der Vegt *et al.*, 2015). Last but not least, employee resilience reflects contemporary transformational and ecological perspectives on resilience, which frame it as an indicator of the capacity to generate and use resources, resulting from the dynamic interaction between one's capacity to cope with adversity and a supportive and change-oriented context (e.g., Shaw, McLean, Taylor, and Swartout, 2016). To sum up, organizations that give resources for coping, wellbeing, and further resource development to support crisis management and adaptability in a work context will see an increase in the development of resilient employee behaviors (Kuntz *et al.*, 2016; Panter-Brick and Leckman, 2013).

Measures of Employee Resilience

Employee Agility

The idea of agility gives businesses and their personnel the chance to be more adaptable, quick to change, and quick to react to risk and uncertainty in the marketplace (Sherehiy, Karwowski & Layer, 2007). Agility enables organizations to swiftly detect changes in their market, capitalize on those changes, and adapt their goods to those external developments that present opportunities for them (Kumkale, 2016; Shin, Taylor & Seo, 2015; Braunscheidel & Suresh, 2009). Another way to think of agility is as a tool for increasing a firm's performance and the effectiveness of its competitive activity and inventory in response to environmental changes (Tallon & Pinsonneault, 2011).

The idea of agility gives businesses and their employees the chance to be more adaptable, flexible, and quick to react to risk and uncertainty in the marketplace (Sherehiy *et al.*, 2007). Agility enables organizations to swiftly detect changes in their market, capitalize on those changes, and adapt their goods

to those external developments that present opportunities for them (Kumkale, 2016; Shin et al., 2015; Braunscheidel & Suresh, 2009). Another way to think of agility is as a tool for increasing a firm's performance and the effectiveness of its competitive activity and inventory in response to environmental changes (Tallon & Pinsonneault, 2011).

Agility is the propensity for a person to swiftly replenish their capacity for adaptation and adjustment as well as to handle a culture that is chaotic, uncertain, and ever-changing in the workplace (Alavi, Wahab, Muhamad & Arbab Shirani, 2014). Being an agile employee requires a variety of qualities such as sensitivity, swiftness competence, and flexibility because it is not a type of mismatch with stability. Nevertheless, countless studies have found that employees—not specialized components, as previously believed by academics and managers—are the key to agility. As most managers have a tendency to believe, a company's development is not what makes it nimble or agile; instead, it should not be set up to employ progression to react to the dynamic condition.

Employee Responsiveness

The idea of being responsive is put forth as a way for organizations to benefit from environmental changes. Being responsive means having the capacity to deal with unforeseen changes, endure unheard-of business environment challenges, and seize opportunities presented by changes (Sharifi & Zhang, 1999). Employee responsiveness is an administrative tactic designed to preserve the company's resources and promptly fulfill consumers' requests (Hitt, Hoskisson, Robert & Duane, 2007). Therefore, it relates to the organization's capacity for swift responses to opportunities and timely threat mitigation (Overby, Bharadwaj & Sambamurthy, 2006). It relates to an organization's capacity to flourish in a setting of unpredictably constant change (Karami, 2007).

Employee responsiveness is a collection of concepts that aims to continuously improve the company and make efficient and effective use of both tangible and intangible resources (David, 2009). To attain excellence in the organization's offerings, the method involves concentrating the organization's efforts by

concentrating on specific markets and products (Hill & Jones, 2009). The capacity of an organization to promptly recognize environmental changes and seize these changes as opportunities (Fleece, 2007). The business's capacity to swiftly and effectively satisfy the demands and desires of its customers (McCarthy, Lawrence, Wixted & Gordon, 2010).

The dynamic and spontaneous changes that the current business environment constantly presents to today's organizations serve as a reminder of the importance of increased organizational flexibility and adaptation. Rising levels of competition, shifting market structures, innovation, and technological advancements are just a few of the elements that organizations must urgently address in order to continue to grow and evolve. In order for employees to perform well in new or changing work conditions, there is a greater need for them to be progressively adaptive, resourceful, and forbearing in the face of uncertainty. This is implied by the rapid speed of environmental and organizational change (Pulakos et al., 2000).

Employee Resourcefulness

According to Jui-Chang and Chien-Yu (2017), a situational attribute that employees use to function in the workplace is job resourcefulness. Situational qualities, including conscientiousness, openness, competitiveness, and activity requirements, are produced by the simultaneous impacts of elemental and well-known features. Because resourcefulness is common and is not negatively impacted by a lack of training, poor social support, insufficient empowerment, and insufficient rewards, it is a crucial personality trait (Karatepe & Kilic, 2007). Additionally, in today's organizational environment, employee job resourcefulness is critical since lead employees need to possess the necessary competencies in the art of working under pressure and interacting with clients (Karatepe & Douri, 2012; Yavas et al., 2011b).

Employee job resourcefulness is a crucial or significant personality feature that helps people carry out duties more favorably even when they may have fewer resources because it is an individual resource (Yavas et al., 2011a). According to Licata et al. (2003), resourcefulness is a long-term mindset that aids people in obtaining the limited resources required in overcoming challenges while pursuing career-related goals.

Therefore, it is crucial to emphasize that personality traits are essential for front-line personnel in organizations who are expected to be adept at handling interpersonal encounters with clients on a regular basis (Ashill et al., 2009). When referring to employees, resourcefulness refers to the capacity to acquire and put to use aptitudes that are helpful in resolving issues, making them productive in achieving objectives. Employees that possess specialized abilities that help them to overcome challenging obstacles can produce ideas and use them successfully to stop any given situation. Resourcefulness can occasionally be seen as a result of training, mentoring, and the idealized effect of managers on employees, which can result in the expression of creative behaviors.

Empirical Review

Self-Enhancing Humour and Employee Resilience

Masih, Raju and Saher (2022) examined integrated approach of self-focused humour styles at workplace: The role of trust in leader. The study assimilates two (self-centered) humour styles, one being positive (self-enhancing) and the other one negative (self-defeating). Self-defeating humour seems to be less effective or even damaging to the attitudinal result of followers, while self-enhancing humour appears to be advantageous. The various processes and reasons for this relationship are addressed in this study, and also include suggestions for future LMX study fields as well as suggestions for methods to improve the empirical and theoretical and contributions of LMX in the future. Using data from 384 hotel sector workers, researchers discovered that integrating self-focused (self-enhancing and self-defeating) humour styles had a substantial impact on the task performance of followers. According to the findings of this research, leader humour has a considerable influence on both the LMX and the task performance of followers. The PLS-SEM method was employed for the analysis, and SmartPLS Version 3.3.3 was used. Thus, according to the findings of this research, task performance by followers is more likely to be attained when leaders use humour effectively while building quality connections based on trust. The results are groundbreaking because they show how important humour is to leadership in Pakistan's hotel business.

Tsai, Chen, Hung, Chang and Huang (2021) examined humour style differences among participants of different ages. This study hypothesizes that older adults are more likely to prefer positive and self-focused humour styles (self-enhancing humour style). A total of 407 participants of different ages and genders were recruited to investigate their humour style tendencies. The results show that men tend to prefer aggressive humour, while women tend to prefer affiliative humour. Interactions between age and humour styles were found. Further analyses show that adolescent to college-aged participants tend to use affiliative humour, adult participants tend to prefer both affiliative and self-enhancing humour, and older adults tend to use self-enhancing humour. In addition, individuals increasingly tend to prefer self-enhancing humour with age, and this tendency was strongest among the older adults, supporting our hypothesis. This study reveals not only significant gender differences but also age differences in humour style tendencies. Our findings clarify the relationship between humour and age and can serve as a basis for future research.

Ho₄: There is no significant relationship between self-enhancing humour and employee agility in public interventionist Agencies in South-South, Nigeria.

Ho₅: There is no significant relationship between self-enhancing humour and employee responsiveness in public interventionist agencies in South-South, Nigeria.

Ho₆: There is no significant relationship between self-enhancing humour and employee resourcefulness in public interventionist agencies in South-South, Nigeria.

METHODOLOGY

The study adopted the explanatory design. Primary data was generated through structured questionnaire. The population of this study was the 2925 human resources and administration departments of Interventionist Agencies in South-South, Nigeria. The sample size of the study, which was determined using the Taro Yamen's 1970 formula was 352. Primary data was obtained with the use of the questionnaire, while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items

scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

DATA ANALYSIS AND RESULTS

Table 1 shows the result of correlation matrix obtained for affiliative humour and measures of employee resilience. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 1: Correlations matrix for self-enhancing humour and measures of employee resilience

			Self-enhancing Humour	Employee Agility	Employee Responsiveness	Employee Resourcefulness
Spearman's rho	Self-enhancing Humour	Correlation Coefficient	1.000	.674**	.613**	.809**
		Sig. (2-tailed)	.	.000	.000	.000
		N	328	328	328	328
	Employee Agility	Correlation Coefficient	.674**	1.000	.813**	.694**
		Sig. (2-tailed)	.000	.	.000	.000
		N	328	328	328	328
	Employee Responsiveness	Correlation Coefficient	.613**	.813**	1.000	.655**
		Sig. (2-tailed)	.000	.000	.	.000
		N	328	328	328	328
	Employee Resourcefulness	Correlation Coefficient	.809**	.694**	.655**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	328	328	328	328

**, Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

H₀₁: There is no significant relationship between self-enhancing humour and employee agility in Public Interventionist Agencies in South-South, Nigeria.

The correlation coefficient (rho) result in Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.674 on the relationship between self-enhancing humour and employee resilience. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in employee resilience was as a result of the

adoption of self-enhancing humour. Therefore, there is a strong positive correlation between self-enhancing humour and employee agility in public interventionist agencies in south-south, Nigeria. Similarly displayed in the table above is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between self-enhancing humour and employee agility in Public Interventionist Agencies in South-South, Nigeria.

H₀₂: There is no significant relationship between self-enhancing humour and employee responsiveness in Public Interventionist Agencies in South-South, Nigeria.

Table 1 also shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.613 on the relationship between self-enhancing humour and employee responsiveness. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in employee responsiveness was as a result of the adoption of self-enhancing humour. Therefore, there is a strong positive correlation between self-enhancing humour and employee responsiveness of in Public Interventionist Agencies in South-South, Nigeria. Also displayed in the table above is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee resilience and employee responsiveness in Public Interventionist Agencies in South-South, Nigeria.

H₀₃: There is no significant relationship between self-enhancing humour and employee resourcefulness in Public Interventionist Agencies in South-South, Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.809 on the relationship between self-enhancing humour and employee resourcefulness. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying

that an increase in employee resourcefulness was as a result of the adoption of self-enhancing humour. Therefore, there is a very strong positive correlation between self-enhancing humour and employee resourcefulness in Public Interventionist Agencies in South-South, Nigeria. Also displayed in the Table above is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee agility and employee resourcefulness in Public Interventionist Agencies in South-South, Nigeria.

DISCUSSION OF FINDINGS

The findings showed that there is a strong positive significant relationship between self-enhancing humour and employee resilience (agility, responsiveness and resourcefulness) in public interventionist agencies in South-South, Nigeria. This finding corroborates with Masih, Raju and Saher (2022) who examined integrated approach of self-focused humour styles at workplace: The role of trust in leader and found that leader humour has a considerable influence on both the LMX and the task performance of followers. Task performance by followers is more likely to be attained when leaders use humour effectively while building quality connections based on trust. Also, it supports Tsai, Chen, Hung, Chang and Huang (2021) who examined humour style differences among participants of different ages and found adult participants tend to prefer both affiliative and self-enhancing humour, and older adults tend to use self-enhancing humour. In addition, individuals increasingly tend to prefer self-enhancing humour with age, and this tendency was strongest among the older adults, supporting our hypothesis.

Furthermore, this study's finding fails to agree with Wiltens (2019) who examined whether self-enhancing humour has an effect on mood changes in students under stress and found that humour as a covariate factor, there was no significant effect over time, over condition or involving the interaction between time and condition. A Pearson correlation indicated a significant association between affect and fear of public

speaking, but no significant association between affect and fear of statistics or interest in statistics. Schermer, Papazova, Kwiatkowska, Rogoza, Park, Kowalski and Krammer (2021) examined predicting Self-Esteem Using Humour Styles: A Cross-Cultural Study and found that self-enhancing humour style involves improving one's mood with humour, the results suggest that for the majority of the participants, self-enhancing humour styles also help to increase self-esteem. Humour styles correlate with mental health indicators and how the understanding of humour style profiles is related to well-being across countries adds to the global understanding of individual differences.

CONCLUSION AND RECOMMENDATION

The study concludes that the use of self-enhancing humour by managers within Public Interventionist Agencies in South-South, Nigeria positively influences the resilience of their employees. The results imply that managers who employ self-enhancing humour, which involves the ability to find humour in challenging situations or to maintain a positive outlook through humour, can contribute to a resilient workforce.

Based on the foregoing, the study thus recommends that managers in Public Interventionist Agencies should strive to create a work environment that fosters positivity and optimism. This can be achieved by promoting a culture that values and encourages self-enhancing humour. Managers can lead by example and use self-enhancing humour to cope with challenges and setbacks, demonstrating that a positive outlook can enhance resourcefulness

REFERENCES

- Alavi, S., Abd. Wahab, D., Muhamad, N., & ArbabShirani, B. (2014). Organic structure and organisational learning as the main antecedents of workforce agility. *International Journal of Production Research*, 52(21), 6273-6295.
- Ashill, N. J., Rod, M., Thirkell, P., & Carruthers, J. (2009). Job resourcefulness, symptoms of burnout and service recovery performance: An examination of call centre frontline employees. *Journal of Services Marketing*, 23(5), 338-350.
- Bolton, R. N., Lemon, K. N., & Verhoef, P. C. (2004). The theoretical underpinnings of customer asset management: A framework and propositions for future research. *Journal of the academy of marketing science*, 32(3), 271-292
- Bonanno, G. A. (2004). Loss, trauma, and human resilience: have we underestimated the human capacity to thrive after extremely aversive events? *American Psychologist*, 59(1), 20

- Braunscheidel, M. J., & Suresh, N. C. (2009). The organizational antecedents of a firm's supply chain agility for risk mitigation and response. *Journal of operations Management*, 27(2), 119-140
- Carvalho, V. S. B., Freitas, E. D., Martins, L. D., Martins, J. A., Mazzoli, C. R., & de Fátima Andrade, M. (2015). Air quality status and trends over the Metropolitan Area of São Paulo, Brazil as a result of emission control policies. *Environmental Science & Policy*, 47, 68-79
- Chen, H., & Ayoun, B. (2019). Is negative workplace humour really all that 'negative'? Workplace humour and hospitality employees' job embeddedness. *International Journal of Hospitality Management*, 79, 41-49.
- Cooper, C. L., Liu, Y. P., & Tarba, S. Y. (2014). Resilience HRM practices and impact on organizational performance and employee well-being. *The International Journal of Human Resource Management*, 25, 2466-2471
- Dulewicz, V., Higgs, M., & Slaski, M. (2003). Measuring emotional intelligence: content, construct and criterion-related validity. *Journal of Managerial Psychology*
- Emerson, T. I. (1976). Legal foundations of the right to know. *Wash. ULQ*, 1.
- Fredrickson, B. L., Tugade, M. M., Waugh, C. E., & Larkin, G. R. (2003). What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001. *Journal of personality and social psychology*, 84(2), 365.
- Hitt, M. A., Hoskisson, E., Robert, I., & Duane, R. (2007). *Management of Strategy: Concepts and Cases*, South-Western, 1st Ed., New York
- Jaja, S. A., Gabriel, J. M. O., & Wobodo, C. C. (2019). Organizational isomorphism: The quest for survival. *Noble International Journal of Business and Management Research*, 3(5), 86-94.
- Karami, M. (2007). The application of data mining and text mining analysis tools in agility of organisations on healthcare. *Journal of Health Management*, 10 (30), 15-21
- Karatepe, O. M., & Douri, B. G. (2012). Does customer orientation mediate the effect of job resourcefulness on hotel employee outcomes? Evidence from Iran. *Journal of Hospitality and Tourism Management*, 19
- Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work-family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28(1), 238-252
- Kumkale, I. (2016). Organization's tool for creating competitive advantage: strategic agility. *Balkan and Near Eastern Journal of Social Sciences*, 2(3), 118-124
- Kuntz, J., Näswall, K., & Malinen, S. (2016). Resilient employees in resilient organisations: Flourishing beyond adversity. *Industrial and Organisational Psychology*, 9(2), 456-462.
- Lampel, J., Bhalla, A., & Jha, P. P. (2014). Does governance confer organisational resilience? Evidence from UK employee owned businesses. *European Management Journal*, 32(1), 66-72
- Lengnick-Hall, C.A., Beck, T., & Lengnick-Hall, M. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21 (3), 243-255
- Licata, J. W., Mowen, J. C., Harris, E. G., & Brown, T. J. (2003). On the trait antecedents and outcomes of service worker job resourcefulness: A hierarchical model approach. *Journal of the Academy of Marketing Science*, 31(3), 256-271.
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of management*, 24(1), 43-72.
- Linnenluecke, M. K., Birt, J., & Griffiths, A. (2015). The role of accounting in supporting adaptation to climate change. *Accounting & finance*, 55(3), 607-625
- Maddi, S. (2013). *Hardiness: Turning Stressful Circumstances into Resilient Growth*. Springer: Netherlands.
- McCarthy, I., Lawrence, T., Wixted, B., & Gordon, B. (2010). A multidimensional conceptualization of environmental velocity. *The Academy of Management Review*, 35(4), 604-626.

- McLarnon, J., & Rothstein, M. (2013). Development and initial validation of the workplace resilience inventory. *Journal of Personnel Psychology*, 12(2), 63–73
- Moenkemeyer, G., Hoegl, M., & Weiss, M. (2012). Innovator resilience potential: A process perspective of individual resilience as influenced by innovation project termination. *Human Relations*, 65(5), 627-655
- Molm, L. D. (2003). Theoretical comparisons of forms of exchange. *Sociological theory*, 21(1), 1-17.
- Nakonezny, P. A., & Denton, W. H. (2008). Marital relationships: A social exchange theory perspective. *The American journal of family therapy*, 36(5), 402-412
- Näswall, K., Kuntz, J. R. C., & Malinen, S. (2015). Employee resilience scale (EmpRes): Measurement properties (Report No. 2015/04)
- Nilakant, V., Walker, B., Kuntz, J., de Vries, H., Malinen, S., Näswall, K. & van Heugten, K. (2016). Dynamics of organisational response to a disaster: a study of organisations impacted by earthquakes. In Hall, M., Malinen, S., Vosslander, R. and Wordsworth, R. (Ed.), *Business and Post-Disaster Management: Business, Organisational and Consumer Resilience and the Christchurch Earthquakes*. Abingdon: Routledge, pp.35-47.
- Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology. *European Journal of Information Systems*, 15, 120-131
- Paul, M., & Garg, K. (2012). The effect of heart rate variability biofeedback on performance psychology of basketball players. *Applied psychophysiology and biofeedback*, 37, 131-144
- Pipe, T. B., Buchda, V. L., Launder, S., Hudak, B., Hulvey, L., Karns, K. E., & Pendergast, D. (2012). Building personal and professional resources of resilience and agility in the healthcare workplace. *Stress and Health*, 28(1), 11-22.
- Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, 85(4), 612
- Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of organizational behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 20(2), 159-174.
- Romero, E. J., & Arendt, L. A. (2011). Variable Effects of Humour Styles on Organizational Outcomes. *Psychological Reports*, 108, 649-659
- Romero, E. J., & Cruthirds, K. W. (2006). The use of humour in the workplace. *Academy of Management Perspectives*, 20(2), 58-69
- Schermer, J. A., Papazova, E. B., Kwiatkowska, M. M., Rogoza, R., Park, J., Kowalski, C. M., ... & Krammer, G. (2021). Predicting self-esteem using humour styles: A cross-cultural study. *The Palgrave Handbook of Humour Research*, 15-39.
- Seery M., Leo R., Lupien S., Kondrak C., & Almonte J. (2013). An upside to adversity? Moderate cumulative lifetime adversity is associated with resilient responses in the face of controlled stressors. *Psychological Science*, 4(7), 1181-1189
- Sharifi, H., & Zhang, Z. (1999). A methodology for achieving agility in manufacturing organisations: An introduction. *International Journal of Production Economics*, 62(1-2), 7-22.
- Shaw, J., McLean, K. C., Taylor, B., Swartout, K., & Querna, K. (2016). Beyond resilience: Why we need to look at systems too. *Psychology of Violence*, 6(1), 34.
- Sherehly, B., Karwowski, W., & Layer, J. (2007). A review of enterprise agility: Concepts, frameworks, and attributes. *International Journal of Industrial Ergonomics*, 37(5), 445-460.
- Shin, J., Taylor, M. S., & Seo, M. G. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 55(3), 727-748.
- Shu, S. M. C. F. J., & PeiZhen, L. G. S. (2014). Relationship between Self-enhancing Humour and Life Satisfaction: A Chain Mediation Model through Emotional Well-being and Social Support. *Journal of Psychological Science*, 37(2), 377.

- Southwick, S. M., Bonanno, G. A., Masten, A. S., Panter-Brick, C., & Yehuda, R. (2014). Resilience definitions, theory, and challenges: interdisciplinary perspectives. *European Journal of Psychotraumatology*, 5(1), 25338
- Tallon, P. P., & Pinsonneault, A. (2011). Competing perspectives on the link between strategic information technology alignment and organizational agility: Insights from a mediation model. *MIS Quarterly*, 463-486
- Torres-Marín, J., Navarro-Carrillo, G., Eid, M., & Carretero-Dios, H. (2022). Humour styles, perceived threat, funniness of COVID-19 memes, and affective mood in the early stages of COVID-19 lockdown. *Journal of Happiness Studies*, 23(6), 2541-2561.
- Tsai, P. H., Chen, H. C., Hung, Y. C., Chang, J. H., & Huang, S. Y. (2021). What type of humour style do older adults tend to prefer? A comparative study of humour style tendencies among individuals of different ages and genders. *Current Psychology*, 1-12.
- Van Der Vegt, G. S., Essens, P., Wahlström, M., & George, G. (2015). Managing risk and resilience. *Academy of Management Journal*, 58(4), 971-980.
- Waugh, C. E., Fredrickson, B. L., & Taylor, S. F. (2008). Adapting to life's slings and arrows: Individual differences in resilience when recovering from an anticipated threat. *Journal of Research in Personality*, 42(4), 1031-1046.
- Wiltens, E. A. (2019). Examining Whether Self-Enhancing Humour has an effect on Mood Changes in Students Under Stress (Master's thesis).
- Yavas, A., & Yildirim, Y. (2011). Price discovery in real estate markets: A dynamic analysis. *The Journal of Real Estate Finance and Economics*, 42(1), 1-29.