



Consequences of Self-Defeating Humor on Employee Commitment via Emotional Dissonance

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Abstract: The goal of this research is to have a deeper grasp of the link between negative humor in leadership and employee commitment by investigating the mediating effect of emotional dissonance between the variables in question. Overuse of self-mockery, adoration of others, and unsuccessful rejection of unpleasant feelings define self-defeating humor. Based on Affective Events Theory (AET), this study explains that self-defeating humor creates emotional dissonance among employees which reduces employee commitment. The data were collected in two phases with a time lag of four weeks, from 366 hotel employees of Pakistan. The data was analyzed with the help of SmartPLS. The results give the insight that self-defeating humor reduces employee commitment. Moreover, self-defeating humor is the reason for emotional dissonance in employees which reduces employee commitment. This research significantly adds to AET theory and humor literature by testing the self-defeating humor in leadership to measure employee commitment and is helpful for the management of the hotel industry to control the negative humor.

Keywords: *Self-defeating humor, emotional dissonance, employee commitment, AET*

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INTRODUCTION

According to [Martin, Puhlik-Doris, Larsen, Gray, and Weir \(2003\)](#) and [Lefcourt \(2001\)](#), a positive sense of humor is a unique characteristic that can help to reduce the impact of stresses in one's life. Researchers who previously studied humor and its repercussions, even in cases when several measurements of humor were employed in research, the focus was to bringing the positive and adaptive features of humor ([Cann, Stilwell, & Taku, 2010](#); [Masih, Daniel, Daniel, Saher, & Hewawitharana, 2020](#)). Even while the other less positive or negative types of humor such as sarcasm, mockery, teasing, and other kinds of disparagement are widespread ([Mulder & Nijholt, 2002](#)). [Martin and Lefcourt \(1983\)](#) came up to improve the flaws in previous humor scales and advanced the humor studies by developing scales that address both uses of positive and negative sides of humor effectively, which gives direction to explore further on positive and negative sides of humor separately.

Negative styles of humor include aggressive humor (using humor to criticize or manipulate others), and self-defeating humor (using humor to cozy up oneself with others, trying to entertain others by making them laugh at one's cost, and joining in when others are mocked) ([Scheel, Gerdenitsch, & Korunka, 2016](#)). This study focuses on

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self-defeating humor to measure employee commitment through the mediation of emotional dissonance. Laughing at oneself has been deemed a good attribute (McGhee, 2010). This idea states that no one is flawless, that we all commit errors, and that we should not be offended by them. So, giggling at oneself should improve one's mental health (Cheng & Wang, 2015). Self-defeating humor, on the other hand, has been shown to have harmful consequences on one's psychological well-being in recent years, (Kuiper & Leite, 2010; Martin & Lefcourt, 1983).

Self-defeating humor is linked with negative consequences like melancholy, stress, anxiety, aggression, and bad temperament (Martin & Lefcourt, 1983; Tucker et al., 2014) and suicidal thinking (Tucker et al., 2014). In addition to that, self-defeating humor in leadership also damages the self-esteem of employees Martin and Lefcourt (1983) also identified that negative humor in leadership and increases the chances of depression style (Frewen, Brinker, Martin, & Dozois, 2008; Sonnentag & Puntdt, 2016). Thus, self-defeating humor reflects the constant focus on one's suffering (Tucker et al., 2014), and becomes the reason for interpersonal dysfunction, such as emotional dissonance. However, even though research has proven a strong correlation between self-defeating humor and negative behavioral and attitudinal outcomes, little research has been conducted on the possibility of a link between a leader's self-defeating humor and employee commitment.

Managing workplace emotions is a crucial area of investigation for practitioners and academicians in the field of human resource management and organizational behaviors (Fida et al., 2018; Grandey, Foo, Groth, & Goodwin, 2012). Emotional dissonance emerges when there is a misalignment between the emotions permitted by the company and the true emotions felt by personnel (Hochschild, 1983; Zapf, Vogt, Seifert, Mertini, & Isic, 1999). It is frequently related to mental and bodily ill-health, as well as with negative employment results (Dollard, Dormann, Tuckey, & Escartín, 2017; Zapf & Holz, 2006). AET argue that negative events that occur regularly are likely to diminish daily work engagement while simultaneously increasing negative occurrences (Cropanzano, Dasborough, & Weiss, 2017). Using the framework of AET this study deploys emotional dissonance as a mediator between self-defeating humor and employee commitment.

The focus of early researchers in the area of organizational commitment was to use the Organizational Commitment Questionnaire developed by (Porter, Steers, Mowday, & Boulian, 1974), which solely assesses the affective commitment of employees to the organization (Becker, 1992; Hunt & Morgan, 1994). Recent studies have used the improved instrumentation developed by Meyer and Allen (1991) to evaluate the many grounds of commitment in organizations. Our research intends to reinforce and expand the AET by examining whether a leader's self-defeating humor may impact an employee's commitment (affective, continuance, or normative).

This research intended to expand the AET Weiss and Cropanzano (1996) to investigate the link between the self-defeating humor of a leader and employee commitment among hotel employees of Pakistan through the mediation of emotional dissonance. AET is a mental model which is meant to elucidate the relationship between emotions and sentiments experienced in the workplace and the execution of work, the accomplishment of job duties, and the behaviors of employers. AET is underpinned by the notion that people are enthusiastic and that their actions are influenced by their emotions. It shows how emotions and interactions affect work performance and loyalty (employee commitment) and describe how workers' internal influences (thinking, feelings, and states of mind) impact their dyadic relationships, productivity, and organizational commitment. Although lots of research had been conducted based on AET, the current study incorporated the variables like self-defeating humor, emotional dissonance, affective commitment. These variables and their relationships in correspondence with Affective events theory will be a new addition to the extant literature.

Wijewardena, Härtel, and Samaratunge (2017) conducted a contemporary review of the literature addressing the impact of negative humor on the performance of the employees and found that research has nearly predominantly postulated and evaluated the negative effect of self-defeating humor on the job outcomes of workers. The research question for this study would be that how self-defeating humor, directly and indirectly, influences employee commitment and how emotional dissonance mediate the relationship between self-defeating humor and employee commitment? The ultimate objective of this study is to explore the influence of self-defeating humor on employee commitment and to investigate the mediation effect of emotional dissonance on the relationship between self-defeating humor and employee commitment. This way current study adds to the existing works on negative humor, emotional dissonance, and employee commitment.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Self-Defeating Humor

Martin and Lefcourt (1983) suggested the self-defeating humor style, which they described as the “use of humor to enhance relationships at the expense of self.” Extremely self-deprecating humor, self-deprecation oneself in a funny way to win the acceptance from those around, as well as trying to use humor to repress one’s emotions are all characteristics of this kind of humor behavior. Martin and Lefcourt (1983) went on to explain that “Self-defeating humor is seen as potentially detrimental to well-being when used excessively since it involves denigration of the self and repression of one’s own emotional needs” and that “there is an element of emotional neediness, avoidance, and low self-esteem underlying their use of humor.” As a result, this kind of humor has a negative connotation, including both terms of employees’ emotional dissonance and commitment.

Emotional Dissonance

A negative perception is attached to the term "emotional dissonance," which has potentially troubling implications and is “defined as the extent to which felt emotion differs from the emotion that should be expressed as required by display rules” (Giardini & Frese, 2008). Emotional dissonance is defined as a disparity between the emotions that businesses want workers to feel and the emotions that they feel themselves (Hochschild, 1983; Zapf et al., 1999). Employees are required to display an unfeared emotional state at the job, which may be perceived as an emotional demand (Dollard & Bakker, 2010; Zapf et al., 1999). Conversely, it may serve as a prelude (Kwak, McNeeley, & Kim, 2018), a consequence (F. Y.-L. Cheung & Tang, 2007), or a part of emotional management practices that try to deal with emotional demand at work (F. Y.-L. Cheung & Cheung, 2013). Irrespective of how it is perceived, if emotional dissonance is not addressed consistently, employees may lose commitment.

Employee Commitment

Employee commitment refers to an employee’s capacity to be faithful and associate with the company’s mission and objectives (Almeida & Coelho, 2019). Individuals who have a compelling relation to an organization will remain coherent with it and will get enjoyment from being a part of the organization (Aghdasi, Kiamanesh, & Ebrahim, 2011). Several researchers, including (Awais, Malik, & Qaisar, 2015), have identified three dimensions of employee commitment, which includes: First and foremost, affective commitment refers to the amount to which workers believe they have an emotional connection with, association with, and participation with their present organizations to generate the desire and the necessity to continue working for the organization (Vahdati, Purzare, & Bagheri, 2019). Second, workers who believe they have no choice but to stay in their positions report feeling a sense of continuous commitment. When an employee is unable to find a new job that pays as much as the one he or she now works for, this is a sign of loyalty (Chung, 2013; Ocen, Francis, & Angundaru, 2017). Third, an employee’s sense of obligation to return a favor shown by the organization is referred to as normative commitment (Clugston, Howell, & Dorfman, 2000; Pundt & Venz, 2017).

Self-defeating Humor and Employee Commitment

Employees who desire a healthy connection with their boss and colleagues and have a nice and fair workplace culture are more inspired and compelled to take on hard responsibilities (Fein, Benea, Idzadikhah, & Tziner, 2020; Gerstner & Day, 1997). As Byun, Dai, Lee, and Kang (2017) stated interactions with bosses that are satisfactory lessen work-related stress; boost job satisfaction; and promote loyalty to the organization. Humor in leadership in the workplace has a similar impact on employee productivity and morale as individuals’ own sense of humor. Using positive humor in leadership, for example, has been found to diminish disengagement behaviors (Wells, 2008) and boost subordinate work engagement and commitment (Burford, 1985; Decker, 1987; Nauman, Fatima, & Haq, 2018), whereas negative humor such as self-defeating humor may decrease job satisfaction and employee commitment (Ford, Lappi, O’Connor, & Banos, 2017).

According to recent research, negative humor in leaders is related to optimistic outcomes in the organization (Mesmer-Magnus, Guidice, Andrews, & Oechslin, 2018). The specific connections can typically be defined by this interactive approach, consistent with which leaders utilize humor and establish optimistic relationships with their followers successively (Cooper, 2008). According to an earlier study by Mesmer-Magnus et al. (2018), the findings showed a negative and significant relationship between self-defeating humor and employee commitment. According to

the findings of comparable research done by Benson (2006), self-defeating humor significantly and negatively influences employee commitment. Based on affective events theory (Weiss & Cropanzano, 1996), self-defeating humor leads to less committed employees. Romero and Arendt (2011) demonstrated that employees' facing self-defeating humor develop negative relations with the team, coworkers, and supervisors. Thus, employees who face self-defeating humor at the organization tend to interpret adversely the interactions at work, which may make them feel being separated by colleagues and bosses (Cheng & Wang, 2015). Studies have also found that self-defeating humor was inversely connected with psychological empowerment, job satisfaction, and employee commitment (Kong, Cooper, & Sosik, 2019). Based on the above, we hypothesize:

H1: *Self-defeating humor and employee commitment are negatively related.*

Self-defeating Humor and Emotional Dissonance

Martin and Lefcourt (1983) describe that self-defeating humor is used to build social relationships and enhance interactions through constantly targeting self by humor. Self-defeating humor comprises drawing attention to one's perceived defects and limitations by using acquainting humor in a social setting to gain acceptance. This is done to be seen favorably in interpersonal relationships and to assist the formation of social ties with others (Kim, Lee, & Wong, 2016). However, even though it is supposed to be affiliative, this specific kind of humor is associated with a variety of negative interpersonal and intrapersonal issues (Teo, Bentley, & Nguyen, 2020). Employees' use of self-deprecating humor, according to Martin and Lefcourt (1983), might engender antagonism, which can result in emotional dissonance, which can be destructive to their well-being and commitment.

Many prior studies on workplace humor investigated the relationship between positive humor in leadership and the work outcomes of employees (Mesmer-Magnus, Glew, & Viswesvaran, 2012). There has been little study into how humor in leadership, particularly negative humor, affects the emotions of their employees and the consequences of their job, in the hotel industry, for example, emotional dissonance might occur. According to theoretical models and preliminary research findings, negative humor process negative consequences like emotional dissonance, but, it is unclear what impact emotional dissonance plays in a wider picture (Chen & Ayoun, 2019). In the organization, humor may be defined as attitudes toward and experiences of having a good time, as well as workplace outcomes including job satisfaction, emotional exhaustion, as well as emotional dissonance (Karl, Peluchette, & Harland, 2007). According to (Heintz & Ruch, 2018), self-defeating humor is maladaptive and processes negative emotions frequently, and leads to emotional dissonance. Based on that, we hypothesize:

H2: *Self-defeating humor is positively related to emotional dissonance.*

Emotional Dissonance as a Mediator

As described in Edwards' interactional model, persistent emotional dissonance seems to operate as an intervening variable between the events that impact one's emotions and how one displays them, and the attitudinal outcomes of employees (Edwards, 1992). Emotional dissonance, on the other hand, might be the source of behavior that is not always in accordance with the regulations that are expected of workers. If a staff person at a hotel is subjected to self-defeating humor, he or she may acquire emotional dissonance and fail to interact cordially with customers during a service interaction. This is because emotional dissonance as a mediating factor (Andela, Truchot, & Van der Doef, 2016) is a source of stress that impairs the employees' commitment, and as a result, could be a danger to the company's productivity (F. Y.-L. Cheung & Cheung, 2013). Zapf et al. (1999) concluded that emotional dissonance is a stress factor that inhibits the successful completion of the work and, as a result, may pose a danger to the employee's commitment to the organization.

A recent study has demonstrated that emotional dissonance is a mediator in the association between job characteristics and the health-related outcomes of employees (Park & Heo, 2019). F. Cheung and Tang (2010), for instance, established that emotional dissonance is a mediator of the positive connections between job characteristics and work strain in their research. According to (Van Gelderen, Bakker, Konijn, & Demerouti, 2011), emotional dissonance serves as a mediator between emotional demands and emotional exhaustion by mediating the link between the two. As a further point, Bakker & Heuven, (2006) conducted a study on police officers and nurses and found that emotional dissonance works as a mediator between the relationship of emotional demands and burnout. Based on these findings and the theoretical models of Edwards (1992), we propose that emotional dissonance will act as a mediating factor in the link between self-defeating humor and employee commitment in the workplace. Based on that, we hypothesize:

H3: Emotional Dissonance mediates the relationship between Self-defeating humor and employee commitment.

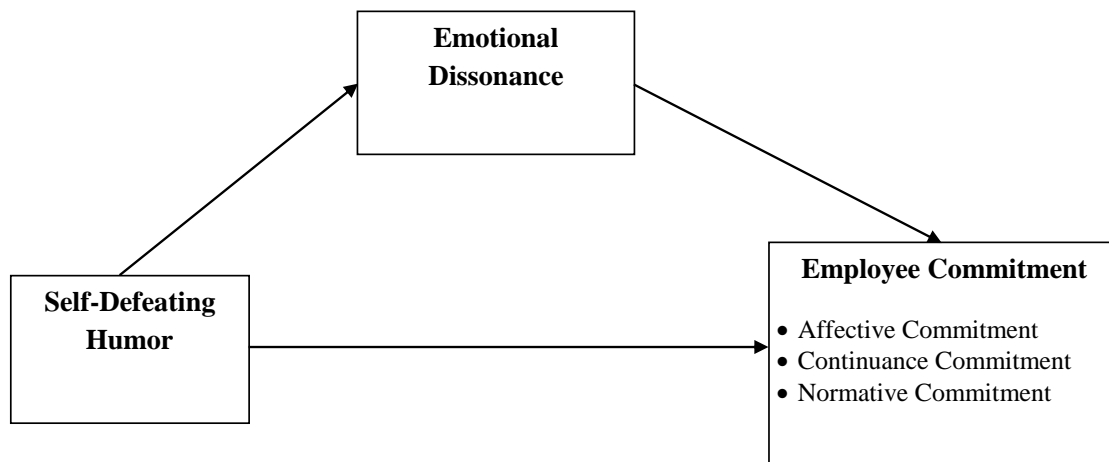


Figure 1 Research Framework

METHOD

Sample and Procedure

The study employed a quantitative approach to investigate the hypotheses that framed the researchers. The participants of this survey were those workers of the service industry who are to work with the immediate leader, as this study requires the followers to rate their leaders to measure the self-defeating humor. The hotel industry was the most appropriate for this study, as the leaders and followers have to work closely in this industry. The desired population to target was employees from 5-star and 4-star hotels in all provinces of Pakistan, and 11 hotels were chosen from 6 different locations. Before distributing the surveys, the managers of the participating hotels were approached and informed of the study's goal and objectives. Questionnaires were distributed to the participants once they had given their permission. We mentioned and urged that the surveys be completed on time, which means that survey participants may have adequate time to concentrate rather than being pressed to finish the procedure in a short amount of time (Choi & Pak, 2005). The data was collected in two phases. In the first phase, 485 survey questionnaires were distributed, out of which 414 were received back. In the second phase, 404 questionnaires were sent to the same participants after four weeks, who participated in the first phase. The total number of finalized valid questionnaires was 366, which we used for analysis. The web-based survey approach was employed for the survey investigation and It was decided to utilize a judgmental/purposive sample approach for this research since it is a widely used technique in the area of organization studies (Lavrakas, 2008).

Male participants remained dominant (57.4%) in this study. All respondents were Pakistani. The largest group were between 21–30 years old (31.3%), followed by those 31–40 years old (23.6%). Generally, the participants used to work in the back-office, front office, and restaurant. Most of them had between 1 and 5 years of experience in their current job (47.7%).

Measurement

Self-defeating humor: Self-defeating humor style in leaders was measured through the use of the scale designed by Martin and Lefcourt (1983). This study selected the five items for measuring the self-defeating humor in the leadership dimension. The sample items for self-defeating humor were “My leader let people laugh at him or make fun at his expense more than He should” and “My leader will often get carried away in putting himself down if it makes his family or friends laugh”. Participants rated the self-defeating humor in the leadership dimension on a 5-point Likert-Scale (1 = strongly disagree to 5 = strongly agree).

Emotional dissonance: For this study, we utilized the 5-item Chinese Emotional Dissonance Scale developed by F. Cheung and Tang (2010) to analyze the display of emotions wanted by the company that workers did not experience while dealing with customers. The following is an example item: “To satisfy the organizational need, I would

deliberately express emotions that I don't necessarily feel." Participants rated on a 5-point Likert Scale (1 = strongly disagree to 5 = strongly agree).

Employee commitment: Employee commitment was assessed using the instrument developed by [Allen and Meyer \(1990\)](#), in terms of affective commitment (eight items), continuance commitment (eight items), and normative commitment (six items). The affective commitment included items like "I would be very happy to spend the rest of my career with this Bank", while continuance commitment had items like "I would find it difficult to leave this bank right now, even if I wanted to". The normative commitment had items like "I feel I have an obligation to remain with my current employer". Participants rated on a 5-point Likert Scale (1 = strongly disagree to 5 = strongly agree).

Data Analysis

PLS, a component-based SEM method, is used to analyze data in this study for many reasons. First of all, like other SEM methods, PLS may take into account latent construction measurement errors and concurrently analyze the relevance of the structural model. Second, PLS is suitable for complicated models, which analyze a wide range of connections among constructs and sub-constructs ([Wold, 1982](#)). The third point is that, when compared to another extensively used SEM approach, LISREL, PLS is better relevant for this study due to its modeling flexibility and versatility. The software package SmartPLS, Version 3.3.3 is used to perform data analysis. Two phases are involved in the analysis and interpretation of a PLS model. First, the measurement model is put through its paces to confirm that it is reliable and valid. Second, the suggested structural model is examined for its ability to test hypotheses and provide reasoning.

RESULTS

A Partial Least Squares (PLS) approach was utilized in this research to analyze both the measurement and the structural model ([Hair, Hult, Ringle, & Sarstedt, 2017](#)). The findings regarding the associations between self-defeating humor and employee commitment through the mediation of emotional dissonance were consistent with our predictions.

Measurement Model

Researchers make certain that the measuring models used in their research accurately reflect the variables they seek to assess ([Campbell & Fiske, 1959](#)). The hazards to the validity of constructs come from a variety of sources. As a consequence, investigators must apply several construct validity categories to assess their findings (e.g., convergent validity, discriminant validity, and criterion validity, among others) to be successful ([Sarstedt & Mooi, 2014](#)). In this study, we examine the convergent validity and discriminant validity of models, which are two of the most important key components of model assessment ([Hair et al., 2017](#); [Hair, Sarstedt, Ringle, & Mena, 2012](#)).

Convergent validity indicates that a group of indicators all reflect the same underlying concept, which may be shown by the fact that they are all unidimensional. Following that, the Average Variance Extracted (AVE), rho_A, Cronbach's Alpha, and Composite Reliability (CR) are employed to examine the convergent validity, which is followed by the discriminant validity ([Hair et al., 2017](#)). To achieve sufficient convergent validity, the value of Cronbach's Alpha, rho_A, and CR, should be greater than 7 and of AVE greater than 5. As shown in [Table 1](#), there is no issue of convergent validity in this study.

Table 1 CONSTRUCT RELIABILITY AND VALIDITY

	Cronbach's Alpha	rho_A	CR	AVE
Self-defeating Humor	0.903	0.911	0.930	0.635
Emotional Dissonance	0.895	0.901	0.917	0.644
Affective Commitment	0.793	0.799	0.820	0.547
Continuance Commitment	0.887	0.892	0.907	0.632
Normative Commitment	0.834	0.858	0.905	0.622

Discriminant Validity

In a structural equation model, discriminant validity assures that construct measure is experimentally exclusive and that it describes observed events that other measures in the model are unable to describe (Hair, Black, Babin, Anderson, & Tatham, 2010). Precisely, discriminant validity necessitates the fact that “a test does not correlate too highly with measures from which it is supposed to differ” (Campbell & Fiske, 1959). Without establishing discriminant validity, “constructs [have] an influence on the variation of more than just the observed variables to which they are theoretically related” and, as a consequence, “researchers cannot be certain results confirming hypothesized structural paths are real or whether they are a result of statistical discrepancies” (Farrell, 2010). As a result of this, discriminant validity evaluation has become a standard procedure in SEM investigations (Shah & Goldstein, 2006; Shook, Ketchen Jr, Hult, & Kacmar, 2004).

With the use of the Fornell and Larcker (1981) technique, the discriminant validity of the test was determined. To reach this result, the square root of the AVE must be bigger than all correlations in the same row and column of the specific construct, as shown in Table 2.

Table 2 *DISCRIMINANT VALIDITY*

	SH	ED	AC	CC	NC
Self-defeating Humor	0.789				
Emotional Dissonance	0.561	0.795			
Affective Commitment	0.481	0.278	0.733		
Continuance Commitment	0.432	0.204	0.613	0.788	
Normative Commitment	0.422	0.488	0.228	0.287	0.779

The Fornell and Larcker (1981) criteria, which is the most often used discriminant validity criterion, is ineffective under specific situations (Henseler, Ringle, & Sinkovics, 2009; Rönkkö & Evermann, 2013), indicating a possible flaw in the more frequently used discriminant validity yardstick. Henseler, Ringle, and Sarstedt (2015) have developed a new method for determining discriminant validity, as a solution to this essential problem. The Heterotrait-Monotrait Ratio of Correlations (HTMT) is a new approach to assessing discriminant validity. The HTMT criteria proposed by Henseler et al. (2015) is characterized as the mean value of the item correlations across constructs (i.e., the Heterotrait-Heteromethod correlations) relative to the geometric mean of the average correlations for the items measuring the same construct (i.e., the Monotrait- Heteromethod correlations). As shown in Table 3, all values are within an acceptable range of the threshold criteria for HTMT, which is less than 0.85.

Table 3 *DISCRIMINANT VALIDITY (HETEROTRAIT-MONOTRAIT RATIO)*

	SH	ED	AC	CC	NC
Self-defeating Humor					
Emotional Dissonance	0.633				
Affective Commitment	0.625	0.412			
Continuance Commitment	0.488	0.238	0.766		
Normative Commitment	0.476	0.554	0.313	0.332	

PLS does not have a strong resistance to multicollinearity. As a result of the fact that PLS develops measurement models as well as structural models via the use of multiple regressions, PLS estimates are also susceptible to multicollinearity concerns (Henseler et al., 2009). We looked for possible difficulties with collinearity among the constructs, the analysis of the model shown in Table 4, produces VIF values less than 3, which is the (conservative) threshold (Sarstedt, Hair Jr, Cheah, Becker, & Ringle, 2019).

Table 4 INNER VIF

	SH	ED	AC	CC	NC
Self-defeating Humor	1.686	1.800	1.800	1.686	
Emotional Dissonance		1.800	1.800	1.686	
Affective Commitment	1.723				
Continuance Commitment	1.723				
Normative Commitment	1.723				

Structural Model

This study used the bootstrapping technique to test the hypothesis, as recommended by Hair et al. (2017) with a resample of 5,000 (Mahmud, Ramayah, & Kurnia, 2017). In the first step, we tested the direct effect of predictor (self-defeating humor) on the outcome variables (affective commitment, continuance commitment, and normative commitment) to test the H1, and then the effect of predictor (self-defeating humor) on the intervening variable (emotional dissonance) to test H2. Then the indirect effects of the predictor (self-defeating humor) on outcome variables (affective commitment, continuance commitment, and normative commitment) via a mediator (emotional dissonance) to test H3.

Table 5 depicts the results of the direct relationship among variables. This study discovered a statistically significant and negative relationship between self-defeating humor and three dimensions of employee commitment, i.e., affective commitment (Coefficient = 0.140, $p < 0.005$), continuance commitment (Coefficient = 0.220, $p < 0.005$), and normative commitment (Coefficient = 0.268, $p < 0.005$). Findings explain that self-defeating humor in leadership will directly decrease employee commitment. Self-defeating humor also significantly affects the emotional dissonance of employees (Coefficient = 0.417, $p < 0.005$). Findings explain that self-defeating humor in leadership negatively affects the emotions of employees, which process emotional dissonance.

Table 5 HYPOTHESES TESTING (DIRECT EFFECTS)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (IO/STDEV)	p Values
Self-defeating Humor -> Affective Commitment	0.140	0.141	0.064	2.089	0.036
Self-defeating Humor -> Continuance Commitment	0.220	0.221	0.057	3.803	0.000
Self-defeating Humor -> Normative Commitment	0.268	0.265	0.062	4.286	0.000
Self-defeating Humor -> Emotional Dissonance	0.417	0.423	0.059	6.018	0.000

Table 6 depicts the results of the indirect relationship among predictor and outcome variables through the mediation of emotional dissonance. Results also found that emotional dissonance significantly mediates the relationship between self-defeating humor in leadership and dimensions of employee commitment i.e., affective commitment (Coefficient = 0.220, $p < 0.005$), continuance commitment (Coefficient = 0.061, $p < 0.005$), and normative commitment (Coefficient = 0.117, $p < 0.005$). Results also found that self-defeating humor makes the employees feel panic and process emotional dissonance, which reduces their commitment.

Table 6 HYPOTHESES TESTING (INDIRECT EFFECTS)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (O/STDEV)	p Values
Self-defeating Humor -> Emotional Dissonance -> Affective Commitment	0.220	0.218	0.042	5.213	0.000
Self-defeating Humor -> Emotional Dissonance -> Continuance Commitment	0.061	0.063	0.020	3.096	0.002
Self-defeating Humor -> Emotional Dissonance -> Normative Commitment	0.117	0.113	0.031	3.751	0.000

DISCUSSION & CONCLUSION

This study's findings add to the knowledge by providing empirical support for the importance of self-defeating humor and employee commitment. The findings of the research demonstrated that self-defeating humor adversely characterizes the organizational commitment of hotel personnel. It may be concluded from the findings of this research that workers who experience emotional dissonance failed to maintain their commitment in response to supervisors' aggression through negative humor. It is emphasized that the findings are consistent with those of previous investigations (Zhang et al., 2021), about employees, which reported negative consequences of self-defeating humor. The findings of this investigation agree with the conclusions by (Vrabel, Zeigler-Hill, & Shango, 2017), according to which self-defeating humor impacts the attitudes of employees negatively and is dangerous for interpersonal relationships. The persistence of self-defeating humor damages employee-employer relationships, which results in low levels of commitment. This research adds to the body of knowledge on humor by testing one negative type of humor in leadership (self-defeating humor) to measure the three dimensions of employee commitment (affective, continuance, normative).

Practical Implications

Our results suggest several implications for research and practice. Negative humor at hotels disrupt employees' work attitudes and reduce employee commitment. It contributes to the creation of a stressful atmosphere that leads to emotional dissonance. Self-defeating humor in the organization is detrimental to an individual's self-respect and motivation, and as a result, contributes to a drop in employee commitment. These negative aspects must be eliminated from hotels to achieve an unequaled level of employee commitment, which can only be achieved by exercising control over one's emotions.

Managers who want to increase employee commitment must establish ways to reduce self-defeating humor in the organization. AET describes that employees execute according to their feeling and their job performance is influenced by emotions. Self-defeating humor creates emotional dissonance among employees which reduces the employee commitment, positive humor produced at work, on the other hand, may increase commitment, which can, in turn, increase productivity and contribute to long-term endurance.

Leaders should be motivated to utilize positive humor for reducing emotional dissonance among employees at the workplace that helps to have better employee commitment. Employee commitment will increase as a result of the use of positive humor as a stress-reduction method to deal with emotional dissonance. The training provided for managing emotional dissonance can strengthen organizational commitment at the organization. At the same time, legislators must devise methods of control mechanisms to decrease the prevalence of negative humor in the organization.

Limitations of Study and Recommendations

Although the current research has various strong points like extension in AET theory and a large number of participants, there were several possible limitations to the research that should be recognized. First, this study addressed only one humor style, i.e., self-defeating, future studies may take more humor styles to elaborate the impact of humor

of a leader on employees more broadly. Secondly, this study collected data only from one industry i.e hotel industry, future studies may consider more industries to enhance the generalizability of the study. Furthermore, it is important to remember that research undertaken during a coronavirus pandemic may provide different findings from a study executed under normal settings and vice versa. To handle the connections at work under pandemic scenarios, individuals need greater degrees of emotional stability than they would normally have. Despite these shortcomings, we believe that the present study helps us better comprehend the relationships between negative humor and employee commitment. A future study might explore the role of humor in leadership by merging the three aspects of employee commitment, namely affective, continuance, and normative commitment, to examine the combined influence.

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