



Effect of humor leadership on inventiveness of employees and administrative reliability. Emotional Intelligence's Moderating Impact

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ABSTRACT

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The purpose of this research is to examine how humor leadership styles affect innovation and productivity in Pakistan's mobile telecommunications industry in the south Punjab area. It examines how emotional intelligence may be used by leaders to boost organizational performance. This research demonstrates the impact that emotional intelligence has on innovation and productivity in the telecommunications industry in this area. This research uses information from a highly regarded mobile telecommunications industry in the South Punjab area of Pakistan. This article explores a variety of perspectives on leadership. In various settings, these theories argue, leaders act in certain ways. For them, the ultimate success of their businesses depends on continuing the current trend of development and productivity. This research also discusses the many leadership styles used by successful business owners and managers to foster an environment where innovation and productivity thrive. The information for this research was gathered by use of questionnaires. The study's statistical analysis and findings corroborate the link between hilarious leadership and employee innovation, which in turn boosts organizational effectiveness. Humorous leadership is seen to have a beneficial influence on employees' ability to think beyond the box. A leader should keep the office lighthearted to foster an environment conducive to innovation.

INTRODUCTION

Today's business climate is one of fast expansion. It is in the best interest of businesses to constantly improve their technological capabilities. All of the telecommunications industry is now in the middle of moving online. Numerous challenges have been encountered by this industry as a result of Pakistan's and South Punjab's complicated business climates. Customer happiness, service quality, and other related issues [1]. The objectives and goals of this sector can only be realized with the help of a skilled labor force and a management structure that is able to put forward and execute successful plans. Linguistics and sociology are two of the oldest academic disciplines to study humor [2, 3]. Large amounts of literature in executive leadership, leadership, and organizational psychology have arisen [4, 5] since Malone (1980) articulated the reasons against and for workplace humor. Group cohesion [6-7], employee durability and therapy [8], citizenship behaviors [9-10], and company resilience and functioning [11] are just some of the good organizational outcomes that have been shown to benefit from humor. Recent years have seen a rise in empirical research on the role of humor in leadership [12, 13] due to the centrality of leadership in the efficiency and success of organizations. Research on leadership attributes, leadership skills, and leadership modalities has helped shed light on what makes a successful leader [14]. For quite some time now, it has been common knowledge that a sense of humor is both a commendable leadership attribute and an underappreciated leadership tool [15-17]. The challenge of studying, however, cannot be overstated. To take the lead and rally others behind a common purpose is the essence of initiative, which is a cyclical process [18]. A leader is someone who inspires confidence in others by laying out a clear strategy for achieving a common goal, and followers are the individuals or groups that enthusiastically follow that leader's direction (employees). It has been argued [19] that leadership is unidirectional. What this implies in practice is that superiors issue directives and subordinates comply without inquiry. Researchers have shown that ownership is a mutually beneficial interaction [20]. This implies that executives get input from staff members before making choices.

A few of the top dogs are quite firm in their decisions. Quick thinking is one of their traits [21]. Bligh (2017) explains that trust exists when one person has faith that another will live up to their word and behave in a trustworthy manner. Because of the pressures of the job, it's not always possible to get input from colleagues before deciding on a course of action. Leaders who could make choices quickly under pressure benefited their companies the most. Since representatives are not part of the dynamic cycle, they should not be expected to be able to handle administrative tasks



in this manner. Representatives may lose motivation if they are not actively involved in dynamic cycles. When salespeople feel uninspired, they can't provide results. This kind of leader uses their connections to get data [22]. They are able to make informed choices after they have collected all the necessary data. Leaders who can act swiftly and confidently when faced with a strategic choice are invaluable. Because they know what they're talking about and have expertise in the field. They are decisive and simple to follow for staff members. Workers learn from leaders who can make fast judgments [23].

This research demonstrates the positive effects that strong leadership may have on an industry's success, in this case, the telecommunications industry in Pakistan's South Punjab area. Leadership practises highlighted in this research are those used by successful business owners and managers to inspire their staff. The results of this research also highlight the role that good leadership plays in encouraging employees to think beyond the box. This analysis explores the many distinct leadership styles that exist today. Leaders use one of these approaches to leadership when the need arises. This study uses a number of administrative theories. Attribute hypotheses, fashion hypotheses, and possibility hypotheses are all included here. Speculative examples that highlight the pioneers' distinctive traits are provided. Leadership qualities and how to develop them are discussed. Theories of leadership styles categorized the many variations of managerial ethos. Lippett and White's leadership style, Blake Mouton's leadership style, the Tannenbaum-Schmidt leadership continuum model, and the Likert leadership style are only some of the leadership style theories that have been developed. Leadership styles cover the spectrum, from authoritarian to democratic to everything in between. It also discusses the benefits and drawbacks of each type for the company. Fiedler's theory of leadership is explored, along with the Hersey and Blanchard style of motivation and other contingency theories of leadership. To improve organisational outcomes and staff productivity, leaders may choose a variety of approaches, as described in this research.

This research examines how jokes may affect a leader's ability to get the job done. Furthermore, the article detailed how the use of humour into the workplace may boost productivity. Having a leader with a good sense of humour may do wonders for morale. Staff members that feel more inspired to do their jobs do a better job as a result. Increased productivity is the end result of workers performing at or above their capabilities. The telecom industry operates in a very intricate setting. Workers should do maximum effort to help the company succeed. Laughter is a great way to relieve stress and boost morale in the workplace. Passionate knowledge comprehension is also playing an increasingly important role in the presentation of pioneers. Leaders that exhibit powerful emotional understanding may quickly assess their representative's requirements [24]. They provide realistic targets for their staff. Managers take workers' feelings into account while formulating strategy. Enhancing performance via emotional intelligence

Purpose

In order to set standards, leadership is a trait that is useful everywhere. Leadership is the process through which an organisation is guided to attain its aims and objectives. Leaders, in order to encourage their teams, devise a variety of plans. The challenge, though, is that leaders may choose from a variety of approaches. Choosing the right leadership style may be challenging. There are a variety of contexts in which businesses must function. Leaders and managers must make strategic choices that are appropriate for the organization's context. The organization's staff members exhibit a wide range of personalities and styles. Their abilities and capabilities in the workplace vary. Leaders and managers sometimes struggle to find projects that are a good fit for each employee's unique set of talents. Leadership tactics that work well in one context or one demographic region (Western nation), may not work well in another situation or another demographic zone (Pakistan). Consequently, selecting and putting into action a strategy that is suitable for the environment is a challenging procedure.

Workers don't always appreciate a humorous tone at work, so it's important to know when and when to crack a joke. Finding the appropriate method and timing might be challenging. Because not all leaders have a high level of emotional intelligence, choices were not always consistent. It's challenging to combine rational thought with emotional considerations in order to make good judgments. All throughout the globe, companies are adopting new leadership styles that are helping them become more productive. One of them is humorous leadership [25]. Studies have been done regarding leadership styles around the globe and in Sindh [26] which demonstrates the relevance of leadership talent in organisational sector of Pakistan. The results of this research suggest that a certain kind of leadership (humorous leadership) has a positive effect on innovation and productivity in the mobile telecommunications industry in a certain part of Pakistan's province of South Punjab. Emotional maturity's moderating influence.

Leadership and innovation have been proven to be particularly valuable in previous research conducted in the U.s. and Australia [27]. Also the influence of hilarious leadership showed in Pakistan [28] and in Germans Hong Kong and now in Japan [29]. A research has been done on the influence of humour on work engagement in twin cities (Newton , Tashkent) of Pakistanis [30]. Present research covers a region (Multan Divisional) in The South Punjab, a densely populated area to highlight the influence of hilarious leaders in a sector (Telecom industry) , a well recognised sector the entire nation (Pakistan) (Pakistan). This industry, especially its sales section contains decision- making that needs a management style like amusing leadership to push staff towards inventiveness. This research would be



beneficial in developing hilarious management style in other firms of Sindh which will boost their quality and performance.

Significance

Consideration of authority is crucial in every field. An person who leads the way for others is considered a pioneer[31]. A representative in an organisation requires a mentor. Innovators create methods. Then, they provide a solution to the staff. After making plans, they put them into action to achieve their goals. It elevates authority to the status of a crucial skill for any organisation. A lack of leadership makes it difficult for representatives to achieve their goals. How successful an organisation is in the long run is also dependent on the actions of its leaders[32]. If the board of directors is able to implement effective processes, the efficiency of the organisation will increase. When there is efficient management and leadership in place, companies may accomplish their missions effectively[33]. One of the most essential attributes of a leader has their sense of humour. Employees' productivity drops when they're overworked and exhausted. This is why it's important to have some fun at work, whether via games or quips. Staff morale will rise and stress levels fall[34]. Motivated workers exceed expectations, which benefits the company as a whole [35]. An effective leader's emotional intelligence may also play a role in fostering innovation within their team, which in turn boosts productivity [36].

The results of the current research demonstrate that a funny leadership style may boost innovation and productivity in the workplace. Emotional intelligence as a moderating factor in one of Pakistan's most underserved regions, southern Punjab. Because of the importance of front-line management and especially the sales and marketing sectors to the success of any business, mobile telecommunications was chosen as the industry in which to focus. Increasing productivity in the sales industry requires a style of leadership that inspires innovation in the workplace. The goal of this expository research is to provide both theoretical and practical benefits to Pakistani companies. To begin, it expands the limited body of research on the topic of how formal leaders use humour in the workplace. Second, it suggests and evaluates a system through which leaders' use of humour is likely to affect employees' creative performance. Third, it investigates how leaders might encourage their teams to use humour to boost productivity. Finally, it provides a new perspective on how Pakistani leaders use humour in their institutions.

Objectives

1. Determining how a sense of humour at the top might boost productivity.
2. The goal of this study is to determine the role that employees' innovativeness plays as a moderator between funny leadership and productivity in the workplace.
3. The goal of this study is to determine how much of an impact emotional intelligence has as a mediator between hilarious leadership and worker innovation.
4. The goal of this research is to establish the role that emotional intelligence plays as a mediator between funny leadership and organisational effectiveness.

LITERATURE REVIEW

Respect for those in positions of authority is a widely observed phenomenon. Dreams are what it provides. Successful leaders of the past have always had the traits that make them effective leaders of the present[37]. The association's success is in the hands of the leadership. The association relies on the mechanisms that pioneers create. If these methods work, the company will be set up for success. The association is dismantled because of the leadership's terrible incompetence. Paul Gray, a novelist, says that our senses extend beyond smell, taste, touch, hearing, and sight in the world we inhabit. He argues that original thinkers and doers are the ones who contribute most to progress and innovation. He argues that several abilities, such as those for determining right and wrong, worth, and fairness, are present in the world.

Explorers can identify these abilities and spread knowledge of them to the populace. These abilities tend to be ephemeral and hard to tell apart from one another in the average person. Those who go first recognise these skills and nurture them. It is the duty of the trailblazer to take bold action in crisis situations or when circumstances are unfavourable in order to bring about societal unity and cooperation. In businesses, leaders provide directions that spark innovation from their staff. [38].

According to Simon Western, initiative is a skill. For a variety of reasons, he thinks this skill is essential. He acknowledges that power is cyclical rather than permanent. Innovators adapt their methods to fit the needs of the moment. The working conditions at each association are unique, and the challenges faced by each sector are also diverse. Viable leadership on the part of the board members allows for a variety of adjustments to be made to these conditions and the ensuing efforts to sway employees to take part. Consequently, they improve the efficiency and creativity of associations [39]. Popular author Carolin Dietz claims that leaders have a variety of traits. How people



deal with things at the moment is contingent on the circumstances. In certain cases, a leader may gain their team's confidence before including them in any tasks. Some types of management motivate workers first by giving them a sense of purpose. In certain organisations, workers are rewarded for their efforts. Leadership and management adopt a variety of stances to ensure the organization's continued success. Leadership tactics that boost morale, such as mentoring and promoting workers' inventions, are associated with a corresponding increase in productivity and originality in the workplace. Carolin Dietz adds that there is a correlation between a leader's actions and the well-being of their staff. He contends that leaders' rigid methods might have a negative impact on workers' well-being, leading to tension in the workplace. Aggressive initiatives, according to some company heads [40], might derail the company's progress and dampen morale among workers.

The S.T. John's Health Care Corporation in Canada is having an argument regarding employee absences. There's a consensus among them that absenteeism will increase if leadership and management aren't doing their jobs. The effectiveness of an organisation will suffer if its workers are often absent or do not submit their job on time. The calibre of leadership will benefit from this. Furthermore, they suggest that management may achieve previously unattainable results via the quality of their leadership[41]. Appreciating imaginative workers for their inventive work is correlated with recognition leadership behaviour, whereas disciplining an employee for failing to meet expectations is correlated with punishment. On the other hand, leadership behaviour that delivers a vision is tied to future action directions. Discussion of the innovation types selected and the stated goal. Similarly, transactional leadership encompasses supervisory duties, team output, and business results in *The Role of the Supervisor*. is focused, and it uses a system of rewards and punishments to motivate students. Workers get compensation for their efforts. There are positive reinforcements for accomplishments and negative sanctions for failure. Having a well-defined framework is a plus [42]. A leading British social anthropologist, F. G. Bailey, once said that leadership is an art form. Leaders are those who are able to exert control over others. Leaders are the ones who dish out commands, and employees must comply with those directives regardless of personal preference. Management at various levels in various companies issues directives to its subordinates. Their employees must do what they are told. Management must sometimes step in and support subordinates since the latter lack the necessary expertise to go on without them. Forced commands are given to subordinates in such circumstances. Over time, leaders and staff members develop close ties. Then, workers carry out their responsibilities in accordance with management's directions. There is also a discussion of followers' actions in the current research. Some of the devotees are dedicated workers, while others are not. There are always some who believe they know more than their superiors and who demand to be left alone to do tasks. When things go wrong, they point fingers at coworkers. Poorly performing followers may sometimes tarnish the reputation of the whole group[43]. On either hand, some followers are easily led and blindly obey their leaders' directions. When things don't go as planned, they take responsibility for their actions and work to improve. A person like this is invaluable to the company.

Researchers have shown they are effective influencers. Dominance may be a path to authority and status, but at the expense of the group's health. Some organisations may choose a leader who is focused on domination rather than prestige, despite the fact that prestigious persons tend to be less well-liked than dominating ones. Dominant employees often exhibit features of arrogance, superiority, and conceit. The average individual wouldn't recognise them since they are more aggressive, rude, and manipulative. The 'dark triad,' consisting of Machiavellianism, narcissism, and psychopathy, are all traits that seem to be more prevalent in dominant persons [44].

Vince Lombardi famously paraphrased a quote by Scottish philosopher Thomas Carlyle from 1840: "Leaders are born, not manufactured." He says that most of the pioneer's skills are just innate. Preparation won't help you become a trailblazer. The Incredible Man Hypothesis suggests that a person who has internalised authority traits may develop effective policies for the organisation. He sets out the goals in such a way that they can be achieved. When goals are realistic, people give their all to achieve them. This highlights the importance of knowing how to set goals that motivate people. They provide staff tasks that spark their creativity, which in turn motivates them. Representatives learn a great deal when given the opportunity to work with true pioneers. Anyway, there are several arguments that contradict the authority explanation. Those who possess inalienable traits may not always become dominant figures. If leadership is all about a natural trait, then everyone with that quality should have a leader to help them achieve their goals. There is a great deal to be learned by representatives from their forebears. Pioneers in the mind's eye have a handle on some of the attributes[45]. Using these characteristics, they provide their followers with many opportunities (workers). Individuals that enter the world already possessing strong administrative skills develop effective strategies that aid the organisation in reaching its goals. It is generally agreed upon amongst scientists that government is a mysterious miracle. If the incorrect leader is selected for an organisation, that organization's reputation will suffer [46]. Management and leadership decisions are critical to inspiring creativity among employees and maximising the organization's potential for success.

Presented by Gordon Allport This theory proposes that pioneers have predetermined qualities due to their early introduction to the world. Many situations call for a different set of qualities. According to Carlyle, some individuals are born with an innate sense of initiative. Administration was thought to be nothing more than a link between a person



and a set of circumstances prior to the work of the Carlyle Group. Some researchers argue that credibility is only a proxy for evaluating one's effort. From then on out, Gordon proposes an alternative theory. He lists some characteristics of an effective leader. Leaders use these traits to successfully achieve their goals. Successful leaders have a plan and they stick to it. The authority of the possibility hypothesis ensures that there is no best way to set up an organisation, lead an organisation, or make a decision. Instead, the best strategy is contingent (unpredictable) on internal and external factors. In the 1970s, their fundamental possibility theory was the prevailing worldview of the basic speculations. One implication of this idea is because there is no universally applicable model of authority. A pioneer devises strategies on the fly. The authoritative tone may be affected by a variety of variables. It's absurd to think that a pioneer would always use the same authoritative approach. A good leader adapts their strategies based on the needs of the group. Associations function in a wide range of contexts. Association may be effective in strong conditions and unanticipated ones [47]. In order to adapt to new environments, pioneers must create new kinds of systems. If top management takes into account the specifics of their organisation while formulating strategy, it takes the pressure off and helps the company succeed. Effectively[48]. Employee creativity is also reliant on the tools used for initiative management. If they delegate tasks to employees in accordance with the terms of the union, such tasks will be carried out effectively. The no-one-has-it-all-figured-out-yet hypothesis states that no one method of association leadership exists. Certain methods are suitable under certain circumstances, but the same method is not appropriate under others. Accordingly, leaders must make strategy choices based on the context of their organisations.

METHOD AND MATERIAL

To demonstrate the effect of hilarious leaders in a sector (Telephony), a highly regarded industry in Pakistan, the current research focuses on a densely populated area (Multan Division) (Pakistan). The results of this research suggest that hilarious leadership may boost innovation and productivity in the workplace. Emotional maturity's moderating influence.

This research used a quantitative approach since it relied heavily on numerical and statistical data. The questionnaire survey approach was used to obtain information for this investigation. For this reason, many scales have been developed. Both the organisational effectiveness scale and the employee creativity scale were derived from the work of Mohamed Yilmaz (2016) and Yilmaz Akgunduz (2018). The Emotional Intelligence Scale (EIS) and the Humorous Leadership Scale (HLS) were both developed from the work of Nicola S. Schutte in 2018 and 2015, respectively. This research focuses on people who work in the mobile telecommunications industry in the South Punjab region of Pakistan. This region includes the cities of Multan, Khanewal, and kabirwala. As a result, 400 questionnaires were used as the sample size for this investigation. The participants include mostly middle and top management in the south Punjabi telecommunications industry, as well as few lower level workers. There was a 75% rate of reply.

RESEARCH TOOL

Questionnaires are often used in quantitative forms of commercial and social research. In order to collect data that may be used to draw conclusions, researchers often resort to using questionnaires. When surveys are well designed and executed, they may provide valuable information on people, communities, and other groups. They are an efficient method of collecting information from a large pool of individuals (the "responders"). A well-constructed survey questionnaire is crucial to its results. Beneficial surveys correctly represent the thoughts and views of the participants thanks to appropriate questions, exact question ordering, the suitable scale, or a reasonable questionnaire design. Pretesting a questionnaire with a subset of the target population is an effective technique to evaluate it and make sure it is gathering the right data. Exploring the use of questions in a postal survey is a viable option. Costing less and taking less time than conducting individual interviews, if the sample size is large and evenly represented. Regardless of the sample size, every postal survey should provide a minimum of six weeks before the first set of forms to be filled, and an additional four days for each succeeding delivery. If your interviewees are scattered around the nation, you may want to consider a mail survey or telephone interviews. As there would be no direct interaction between the researcher and the responder, the questionnaire's layout and presentation become very important.

Cronbach alpha Test

Cronbach's alpha is the standard measure of internal consistency ("reliability"). The most common use of this technique is in determining the reliability of a rating scale based on responses to many Likert questions in a survey or questionnaire. In terms of trust amongst raters.

zTable 1.

Total Cronbach's Alpha is based on the total Eigen values



Variables	Cronbach's alpha	Variance Accounted F	
		Total (Eigen values)	% of variation
Employee Position	.845	6.454	15.12
Gender	.752	4.037	9.47
Income	.739	3.556	8.25
Age	.641	2.688	6.35
Time	.574	2.247	5.88

RESULT

After collecting questionnaires from participants, the researcher ran them through SPSS (version 26) for study. The information was analysed using both descriptive and inferential statistics. The following table displays the demographics of the sample of respondents drawn from the South Punjab area of Pakistan's telecommunications industry. Participants include both males and females. Table 1: Departmental responses examined. The majority of the workforce included in this study had accounting and finance-related degrees.

As can be seen in Table (2), the respondents were drawn from various parts of the South Punjab telecom industry. We get mixed male and female respondents. We take responses from throughout the organisation into account. All else being equal, female workers make up the bulk of those included in this evaluation. In percentage terms, this equals 51 percent. Table 2 displays the statistical findings on the make-up of the respondents chosen from the South Punjab Telecommunications industry. There are also male and female respondents. We take responses from throughout the organisation into account. The majority of the workforce included for this study had annual salaries between 25000 and 50000 Pkr.

It's close to 51%, really. Table 2 also reveals the chosen respondents' make-up within the South Punjab telecommunications industry. Participants include both males and females. We take responses from throughout the organisation into account. The majority of the workforce evaluated here was comprised of workers aged 35 to 45. About 47% of the total is shown here. Table (2) also displayed the make-up of the respondents chosen from the South Punjab telecommunications industry. Participants include both males and females. We take responses from throughout the organisation into account. In our evaluation, we primarily focused on workers with fewer than 5 years of experience. Close to half of all sentences include this percentage.

In Figure (1), we see the ages, years of experience, sexes, and roles of those working in the South Punjab area's telecommunications industry. Each component mentioned in the tables is emphasised here, and their relative importance is shown graphically (2).

Table 2.
Demographic description of Variables

	Frequency	Percent	Cumulative %
Employee Position			
Human recourse	42	14.0	14.0
Admin office	53	17.7	31.7
Accounting &finance	76	25.3	57.0
Computer &IT	60	20.0	77.0
Sales Retail	44	14.7	91.7
Other	25	8.3	100
Total	300	100	
Gender of Respondents			
Male	146	48.7	48.7



Female	154	51.3	100
Income of Respondent			
Below 25000	99	33	33
25000 to 50000	185	61.7	94.7
Above 50000	15	5.0	99.7
Missing	1	0.3	100
Total	300	100	
Age of the Respondent			
25-35 years	84	28.0	28.0
35-45 years	141	47.0	75.0
45-55 years	63	21.0	96.0
55-65 years	12	4.0	100.0
Total	300	100.0	
Duration of Job			
Less than 5 years	162	54.0	54.0
Less than 10 years	126	42.0	96.0
Above 10 years	12	4.0	100.0
Total	300	100.0	

Employees in South Punjab's telecommunications industry provided the replies shown in Figure 2. What you see here are the results of three questions. The majority of staff members agree that leaders who can make them laugh are more likely to inspire innovative thinking. All of these inquiries are answered positively by the staff. They think that good leaders will encourage and facilitate the development of their ideas. This will support our first study hypothesis, which suggests that employees benefit from having hilarious leaders at work.

Having a CEO with a sense of humour encourages staff to think outside the box and discover better solutions to problems. The personnel in the telecommunications industry say that their leader's funny leadership style has helped them feel more creative, which has led to the development of new technologies, procedures, and many other useful approaches with which to carry out their duties. To help their company run more smoothly, employees provide innovative methods, which are then backed up by management. This will support our second study hypothesis, which suggests that creative problem-solving on the job increases productivity in the workplace.

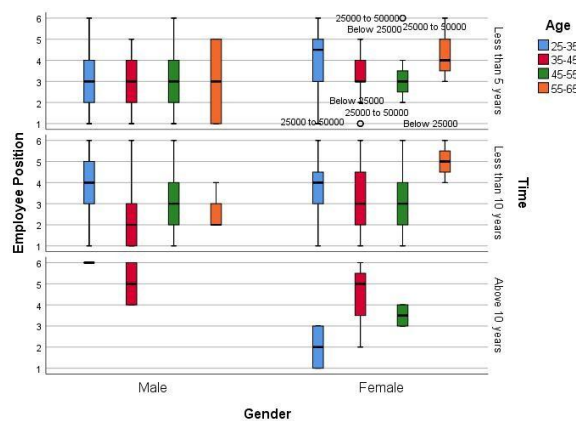


Fig 1. Demographic description of Variables

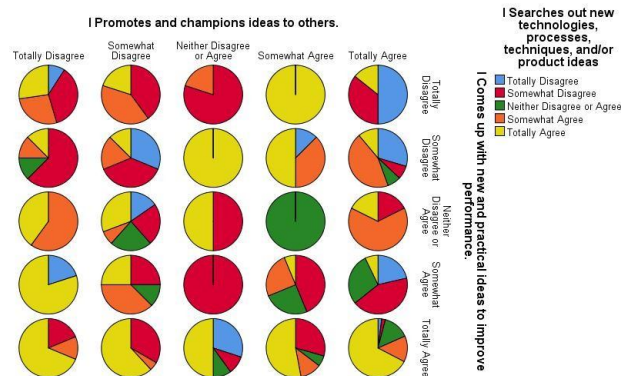


Fig 2. Reactions from the telecommunications industry

Most employees in South Punjab's telecommunications sector agreed that humorous leadership improved organizational effectiveness, as shown in Fig. 3. All of these inquiries are answered positively by the staff. Most telecommunications company sales staff members believe their CEO uses humor to keep them amused during stressful times. When a leader in an industry like telecom employs humor with his or her staff, it helps them bond with one another. They're able to converse more efficiently with one another. Workers' output improves when information is relayed quickly and accurately inside the company. The vast majority of workers are confident in their ability to make others smile via comedy. There is a lot of pressure on sales staff in the South Punjab telecommunications industry because of how competitive it is. Staff productivity decreases when workers are under stress. This may often lead to a decrease in employee enthusiasm and confidence in their own abilities. When a boss and his or her staff use humor in their interactions, it boosts morale and productivity. Otherwise, when workers are anxious, they tend to be less productive. When deadlines are missed, it may be detrimental to a company's image. If consumers' concerns in the telecommunications industry were not addressed in a timely manner, the company's client base would suffer because of the unpleasant experiences they were having. The vast majority of those polled in the telecommunications industry's sales department credited their leader's funny attitude with helping them cope with a difficult circumstance. In order to thrive in today's cutthroat workplace, employees need to laugh sometimes. Bringing laughter into the workplace might be as simple as engaging in a few humorous games or telling a few jokes. The sales team will be better equipped to deal with any eventuality as a result of this. Workers in the telecommunications industry benefit from a lighter work environment that includes humor. Telecommunications workers in South Punjab, some of whom did not like workplace humor, said as much. They claim it's not a good way to inspire workers to work harder. They needed a place to work where they could laugh at their own expense. Most workers in the telecommunications industry are resilient, and they continue working while experiencing stress.

The people of South Punjab feel that having a sense of humor around the office would help them perform better. The following graph displays the answers given by workers in South Punjab's telecommunications industry to a series of questions on their leader's amusing management style. This chart displays the results of the three inquiries. This chart illustrates how levity is used by managers and workers in the telecommunications industry in South Punjab to boost productivity by alleviating stress and lightening the mood. The influence of hilarious leadership that facilitated organizational efficiency is the subject of our research's fifth and final hypothesis, and its verification would validate the whole study.

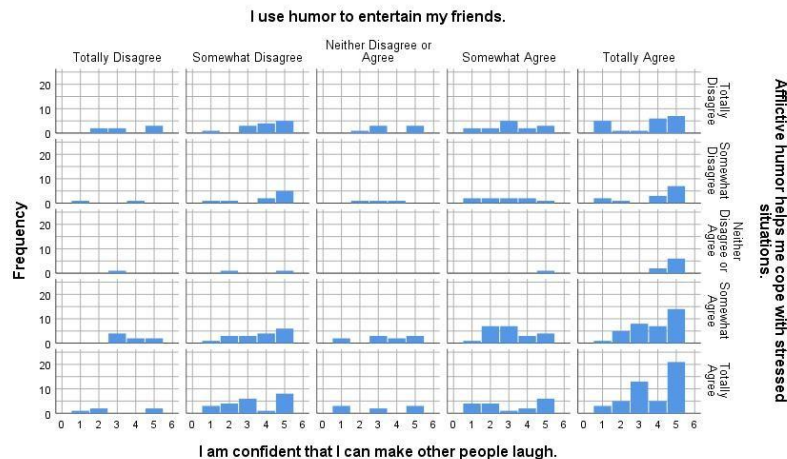


Fig 3. Organizational efficiency

Employees in the South Punjab telecommunications industry responded to the various questions shown in Figure 4. This chart displays the results of the three inquiries. The vast majority of workers hold the view that effective humour and amusing leadership boost productivity in their industry. All of these inquiries are answered positively by the staff. The sales staff in the telecommunications industry believes that they may be more productive if they are encouraged to laugh at work. Workers' confidence in their own abilities rises when they feel motivated. Workers who believe in their own abilities are more productive than their peers. People in the telecom industry may benefit from a dose of humour if it aims to boost their sense of competence. Workers who believe in their own abilities thrive in demanding situations. They are able to deal with adversity. They don't place blame on others when things go wrong. They recognise their shortcomings and keep working to succeed. The vast majority of workers in the telecommunications industry believe that humour is the key to effectively dealing with stressful circumstances. People who utilise humour in the workplace are more likely to be appreciated by management and their colleagues, according to the survey..

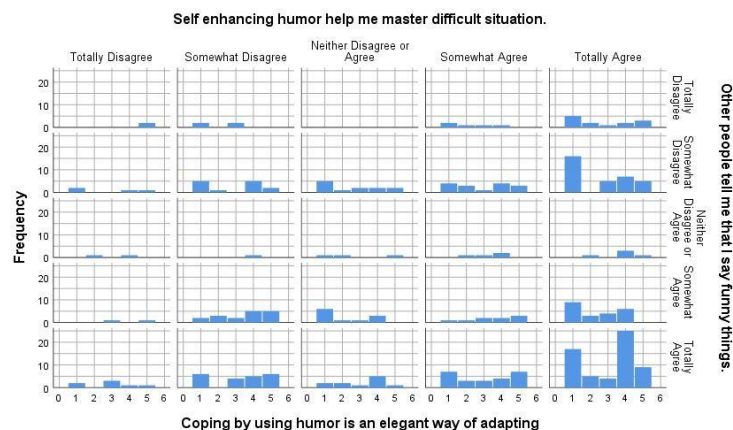


Fig 4. Responses of employees

Multinomial Logistics Model Results

Humorous leadership as modelled by a multinomial logistic regression. According to the findings, the factors included in the research have a substantial impact on the responses they elicit, suggesting that they are useful for Humorous Leading in the South Punjab region's telecommunications industry.



Model Fitting Information

Model Fitting Criteria		Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	DF	Sig.
Intercept Only	861.249			
Final	596.989	264.260	172	.000

Our model is a superior match to the data, or it is very effective for this sort of data, as seen in the model fit table (4).

Table 4.
Goodness-of-Fit

	Chi-Square	DF	Sig.
Pearson	875.722	1024	1.000
Deviance	596.989	1024	1.000

In the table (5) of the Likelihood Ratio test, the importance of the many factors in the research is laid bare. The majority of the factors that affect participants' reactions to Humorous Leadership are either very significant or strongly connected.

Table 5.
Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	DF	Sig.
Intercept	596.989 ^a	.000	0	.
I use humor to entertain my friends.	611.671 ^b	14.681	16	.548
I am confident that I can make other people laugh.	646.810	49.820	16	.000
Other people tell me that I say funny things.	614.767 ^b	17.778	16	.337
Self-enhancing humor helps Me master a difficult Situation.	633.952	36.963	16	.002
Coping by using humor is an elegant way of adapting	652.143	55.154	16	.000
Self-defeating humor help to put me at ease.	615.03	18.040	12	.114
I can use aggressive humor to help adapt to many situations	673.406	76.417	16	.000
I appreciate those who generate humor.	655.619	58.630	16	.000
I like a good joke	660.263	63.274	16	.000
I dislike comics.	640.968	43.978	16	.000
I Suggests new ways to	662.739	65.750	16	.000



achieve goals or objectives.

Likelihood ratio test:

Table 6 reveals that the factors used in this research are helpful for Humorous Leadership since they have a substantial influence on the responses.

Table 6.
Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	DF	Sig.
Intercept only	858.476			
Final	567.748	290.728	192	.000

We have a better model fit to the data, as shown in table 7. Alternatively, it is quite efficient for such information.

a.

Table 7.
Goodness-of-Fit

	Chi-Square	DF	Sig.
Pearson	739.612	992	1.000
Deviance	564.975	992	1.000

Emotional Intelligence:

The replies of workers in the telecommunications industry (South Punjab) to the various questions are shown in figure (5). This chart displays the results of the three inquiries. Telecom workers in South Punjab generally hold the view that a leadership style that blends humor with an awareness of emotional intelligence is more likely to inspire innovation and productivity among their ranks. All of these inquiries are met with positive responses from staff members. This will support our third and fourth hypotheses, respectively, which examined the moderating effect of emotional intelligence overall creative output and organizational effectiveness in the workplace. Employees in South Punjab's telecommunications industry generally agree that better decision-making is possible when management takes into account workers' sentiments. Thinking about how their choices would affect their workers can improve their effectiveness. It seems that the sales staff in the telecommunications industry in this area work in a more cutthroat atmosphere than their counterparts in other sectors. They support planning activities that help them shake off their fatigue. Leaders with only a high level of emotional awareness in this field are attuned to their colleagues' nonverbal cues. They delegate work based on how their workers are feeling. Workers claim that they provide their best efforts when they are happy and optimistic. Positively emotional workers are able to keep their optimistic attitudes going strong while on the clock. Workers that are emotionally intelligent are more skilled at interacting with their colleagues. They have an efficient system in place for conveying their concerns to higher-ups. Workers in South Punjab's telecommunications industry credited their superior performance to the great emotional intelligence of his boss.

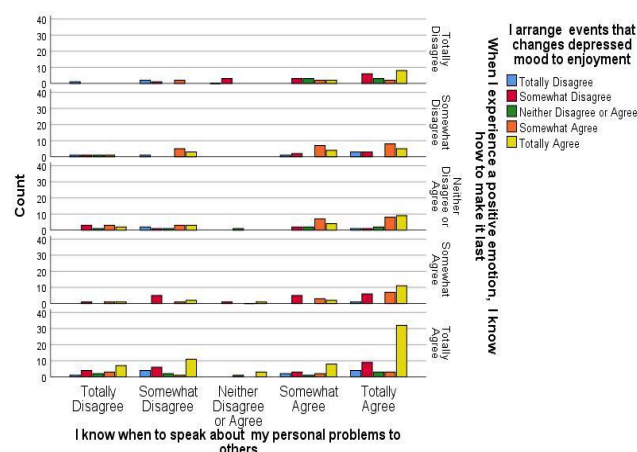




Fig 5. Responses of employees

Hypothesis and Correlation test

In statistics, testing hypotheses is the process of verifying an assertion about a population parameter. The analyst's strategy is determined by the nature and goal of the data being analysed. Assumption testing is used to determine a hypothesis using a small sample of data to see whether it holds. Those numbers might originate from a survey of the general public or be generated automatically. The word "population" will be used interchangeably with these nouns in the subsequent explanations.

Table 8.
Correlation test of Item-Total Statistics

Variables	Scale mean	Scale variance	Correlation total variables	Squared multiple correlation	Cronbach's Alpha
Employee Position	157.19	45.09	0.632	0.587	0.767
Gender	166.76	47.35	0.520	0.651	0.783
Income	139.21	31.05	0.645	0.989	0.770
Age	150.01	43.74	0.389	0.573	0.802
Time	141.86	35.88	0.615	0.610	0.774

Conducting Mediation Analysis with simple Output

a. Employee position

Table 9 demonstrates that Employee position is a crucial factor, with a p-value of 0.000*, explaining 45% of the entire connection strength as shown by R values.

Table 9.
Model summaries

R	R-sq	MSE	F	Df1
0.4505	0.2029	2.8854	23.9409	296
Df2	Coeff	SE	T	p-value
299	1.9893	0.464	4.279	0.000

b. Gender

As can be seen in Table 10, the component Gender plays a small but significant impact ($p=0.021^{**}$) and accounts for 75% of the variance in the R values measuring the strength of the relationships between the variables.

Table 10.
Model summary

R	R-sq	MSE	F	Df1
0.7587	0.8107	1.3432	65.7783	296
Df2	Coeff	SE	T	p-value
299	0.8172	0.345	2.346	0.021

c. Income

Table 11 demonstrates that the income variable has a substantial influence ($p=0.000^{*}$) and accounts for 53% of the overall link strength (as measured by R values).



Table 11.
Model summary

R	R-sq	MSE	F	Df1
0.25	0.2180	1.4175	188.0867	296
Df2	Coeff	SE	T	p-value
0.5304	0.5732	0.0348	13.7244	0.000

d. Age

Table 12 reveals that the age variable has a negligible effect, with a p-value of 0.511 (higher than the threshold for statistical significance) explaining 57% of the total relational strength. In this particular examination, age is irrelevant.

Table 12.
Model summary

R	R-sq	MSE	F	Df1
0.5781	0.3345	1.2843	115.1738	296
Df2	Coeff	SE	T	p-value
299	0.0374	0.0514	0.6372	0.5011

e. Time

Table 13 demonstrates that the factor Time has a little impact on the results, with a p-value of 0.0622. This helps to account for the fact that only 47% of the R-values in the table are really responsible for explaining the results.

Table 13.
Model summary

R	R-sq	MSE	F	Df1
0.4735	0.227	1.5046	133.7	296
Df2	Coeff	SE	T	p-value
299	0.0469	0.0556	0.8549	0.0622

KMO and Bartlett's Test

Values closer to 1 indicate improved sampling adequacy on the KMO Index of Sampling Power. Now that we know KMO=0.934, which is so near to 1, we know that our difference is the smallest possible among all the effects.

Table 14.
KMO measure

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.934
Bartlett's Test of Sphericity Approx. Chi-Square	8672.12
Df	296
Sig.	.000

Since correlations might vary from minus one to plus one, Table 15 displays the loadings of the factors that are directly connected to the variables.

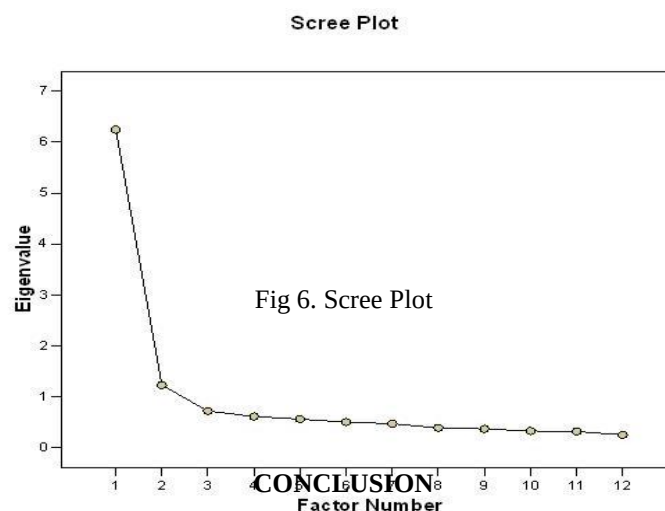
Table 15.
KMO test

Effects	1	2	3
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I use humor to entertain my friends	.712	-.399
I am confident that I can make other people laugh	.703	-.339
Other people tell me that I say funny things.	.731	
Self-enhancing humor helps me master a difficult situation	.648	
Coping by using humor is an elegant way of adapting	.738	
Self-defeating humor help to put me at ease	.704	.435
I can use aggressive humor to help adapt to many situations	.616	.417
I appreciate those who generate humor	.551	
I like good jokes	.723	-.345
I dislike comics	.612	

The following table lists the numbers of the factors whose eigenvalues are shown in the screen plot graph; from this plot, it is clear that the line virtually flattens out, indicating that each consecutive component accounts for a decreasing share of the overall variance..



Humorous leadership improves the effectiveness of industries like telecommunications in Pakistan's South Punjab region, according to this study. In order to maximise productivity, leadership in Pakistani businesses use a variety of approaches. Although several authors have advanced various ideas, it has become clear that no one approach is optimal in every circumstance. While some scholars believe that leadership ability is innate, others maintain that it may be cultivated.

This research examines the effects of hilarious leadership on the efficiency of the telecommunications industry in the South Punjab region of Pakistan, drawing on a variety of theories and models of leadership. Who exactly makes up the sample of responders from Pakistan's South Punjab region's telecommunications industry. Participants include both males and females. There were responses from a wider range of departments than what was shown above. The majority of the workforce included in this study had accounting and finance-related degrees.

Participants in our survey were drawn from the South Punjab telecom industry. Participants include both males and females. All else being equal, female workers make up the bulk of those included in this evaluation. In percentage terms, this equals 51 percent. The majority of the workforce included for this study had annual salaries between \$25,000 and \$50,000. It's close to 51%, really. All three questions' replies are shown above. These findings illustrate how managers and workers in the telecommunications industry in South Punjab utilise humour to boost productivity by alleviating stress and eliciting a sense of humour in the face of adversity. As a result, this will corroborate our fifth study hypothesis, which posits that hilarious leadership has a positive effect on organisational effectiveness.

This chart shows the data from the four inquiries. The vast majority of workers hold the view that effective humour and amusing leadership boost productivity in their industry. All of these inquiries are answered positively by the staff. The sales staff in the telecommunications industry believes that they may be more productive if they are encouraged to laugh at work. Workers' confidence in their own abilities rises when they feel motivated. Workers who believe in their own abilities are more productive than their peers.

All of these inquiries are answered positively by the staff. They think that good leaders will encourage and facilitate the development of their ideas. This will support our first study hypothesis, which suggests that employees benefit from having hilarious leaders at work. People who believe in their own abilities are more successful at work than their peers who don't. People in the telecom industry may benefit from a dose of humour if it aims to boost their



sense of competence. Workers who believe in their own abilities thrive in demanding situations. They are able to deal with adversity. They don't place blame on others when things go wrong. It seems that the sales staff in the telecommunications industry in this area work in a more cutthroat atmosphere than their counterparts in other sectors. They support planning activities that help them shake off their fatigue.

However, the major goal of any strategy set by the top management of firms in Pakistan is to increase the efficiency of such businesses. It is more likely that workers will come up with original ideas if their bosses are effective. Leadership is also enhanced by the use of humour. This research reveals that Pakistani business leaders may boost employee morale by using humour to diffuse tense circumstances. The morale and productivity of a company and its workers both benefit from a healthy dose of humour. Leaders and their teams may both benefit from a deeper understanding of emotional intelligence. This research demonstrates that executives in the telecommunications industry may boost both employee productivity and the company's bottom line by taking into account the feelings of their workers while formulating strategy.

The current study demonstrates that the telecommunications industry in South Punjab, Pakistan, is more productive under the leadership of a comedian because their employees are more likely to come up with innovative solutions to problems. The connection between hilarious management and employee creativity or between humorous leadership style and organizational efficiency in the telecommunications industry is strengthened when executives in the sector have high levels of emotional intelligence. The findings of this study may help businesses in Punjab and elsewhere in Pakistan boost productivity and morale by adopting a lighter, more comedic approach to leadership.

The findings of this research add to the growing body of knowledge on leadership styles by shedding light on how hilarious leaders might encourage their followers' inventiveness via increased focus on the work. Meanwhile, workers' psychological capital acts as a buffer, reinforcing the correlation between leaders who can make them laugh and the engagement and contribution of those individuals. The findings stress the value of workplace comedy in the kind of inventive activities that boost morale and productivity. Leaders may build rapport with their teams more easily if they adopt a lighthearted approach. Parapsychologist of employees has buffers effects on these theorised links, thus they need to concentrate on increasing hope, optimism, and trust In order to generate new ideas.

Recommendations

- The use of humor to motivate employees in their organizations is recommended by the regulatory sector in Pakistan.
- Organizations should organize training programs that increase employee skills.
- Managers of organizations in Pakistan should understand the emotions of their employees.
- Leaders should consult their employees before making a decision while developing a strategy.
- Leadership management should motivate employees so that they can go beyond their potential and increase organizational effectiveness.

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