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## The Effect of Managerial Humour on Counterproductive Work Behaviours in Sport Service Providers

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### ABSTRACT

The purpose of this study is to examine the effect of managerial humor on counterproductive work behaviors in sport organizations. Another aim of the study is to examine whether managerial humor and counterproductive work behaviors vary according to gender, age, marital status, and position variables. The study was prepared using the relational survey model and conducted on a voluntary basis. The questionnaire technique was used as a data collection tool in the study. In the study, coaches, facility supervisors and counseling staff in sports service companies located in the European side of Istanbul constitute the population and 520 personnel selected by convenience sampling method from this population constitute the sample. In addition to the personal information form, the perceived manager humor scale and the counterproductive work behavior scale were used in the study. The analysis of the study was transferred to the SPSS 25.0 package program, and after the Kolmogorov-Smirnov normality test, it was determined that the data did not show normal distribution. Reliability analysis was performed to determine the reliability levels of the total and subdimensions of the scales used in our study, and "Chronbach's Alpha Coefficient" was obtained. As a statistical analysis, Mann Whitney U, Kruskal Wallis and Spearman correlation analyses were applied to the research group. According to the results of the research, excessive use of humor in sports companies can cause counterproductive work behaviors by damaging business efficiency. In particular, sarcastic humor and rejectionist humor can cause problems between individuals by causing business productivity.

**Keywords:** Behavior, Humor, Sports Businesses



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## INTRODUCTION

The impact of humor on human health and well-being has been a subject of extensive research over many years. The findings of this research have led to the conclusion that humor possesses certain features that can be beneficial to health. These benefits include immune system strengthening, pain reduction, and the alleviation of stress hormone responses. It has been postulated that humor can induce relaxation of muscles, enhance endorphin production, provide analgesia, and facilitate respiration (Johnson, 2024). Individuals who possess a sense of humor have been observed to exhibit a reduced emotional response when confronted with situations that evoke negative effects. Additionally, the ability to experience and appreciate humor is a crucial element in fostering more harmonious social interactions (Kastner, 2024). As posited by McGhee (1983), a seminal figure in the field of humor research, the capacity to withstand emotional distress is a crucial attribute for navigating the increasingly stressful world we inhabit. Humor can be regarded as a distinct skill. It is therefore important to develop the capacity for humor as a skill and to utilize it when appropriate.

The employment of humor facilitates the perception of circumstances that are generally regarded as grave or disconcerting from a more whimsical and diverting vantage point. This approach enables individuals to approach problems from a novel perspective. Consequently, individuals who adopt a humanist and common-sense approach to problem-solving tend to obtain more accurate results. Humor plays a pivotal role in facilitating effective communication within the context of interpersonal relationships. Humor has been shown to facilitate the resolution of interpersonal conflicts (Özşenler, 2016).

The predominant objective of business entities is to maximize productivity while minimizing expenses. A significant objective in this regard is the curtailment of counterproductive work behaviors (Moretti, 2009). The presence of such behaviors has been identified as a detrimental factor for both individual and organizational performance (Moretti, 2009). This phenomenon has emerged as a pressing concern within the business community, particularly in the post-1990s era (Gökçen Kapusuz & Biçer, 2018; Huang et al., 2017).

Counterproductive work behaviors (CWB), which are pervasive in business settings and require management attention, are deliberate and intentional actions by employees that adversely affect organizational functioning (Ahmed, 2024). Such behaviors are detrimental to organizations in several ways, including the achievement of organizational goals and objectives, the generation of profits, the maintenance of customer relations, the organization's structure, and the efficiency of production. Furthermore, there exist behaviors that are deliberately designed to cause harm to the organization. These include theft, sabotage, conflict, slowing down work, shirking, the wasteful use of time and resources, and gossip. The underlying cause of these behaviors, which manifest in various forms, is the direct or indirect damage to the organization resulting from an employee engaging in deviant behavior (Öcel & Aydın, 2010).

This study provides a unique perspective by investigating the effect of managers' use of humor on counterproductive work behaviors in sport service businesses. In addition to examining the effects of humor styles (affirming, sarcastic, productive, rejecting, and humorless) on organizational productivity, the study also examined whether these effects differ according to demographic variables such as gender, age, marital status, and position. While numerous studies have explored the role of humor in individual well-being and social interactions, research on the impact of humor on counterproductive behaviors within organizational settings is scarce. In addressing this gap, the present study contributes to the extant literature by examining the effects of humor in the context of sports organizations, with a focus on its effects at the managerial level. This novel approach offers significant insights into managerial practices and contributes to the broader discourse surrounding the role of

humor in organizational settings. The main problem sentence of this content is the question of whether humorous dimensions have an impact on productivity and work output of managers working in the field of sports services.

## METHOD

This section presents an explanation of the research model, the population and sample, the data collection tools and the data analysis.

### Research Model

The research model was constructed in accordance with the principles of a relational survey model. The relational survey model is a research instrument that enables the examination of the existence and degree of change of multiple variables concurrently (Karasar, 2017). The primary method for data collection was a questionnaire. The survey was conducted on a voluntary basis. The participants were asked to complete a form containing descriptive information, a scale measuring their perception of managerial humor, and another scale measuring their perception of organizational deviance.

### Universe and Sample

The population under investigation comprises coaches, facility supervisors, and counseling staff employed in sports service businesses situated on the European side of Istanbul. The sample was selected by convenience sampling from this population and consisted of 520 individuals. Convenience sampling is a non-random technique that permits the selection of a sample from the primary population in a non-random manner.

### Data Collection Tools

In this section, the following instruments were employed: the Personal Information Form, the Perceived Manager Humour Scale and the Organisational Deviance Scale. The scales are provided in the following section.

**Personal information form:** In the course of our investigation, the researcher devised a personal information form. The personal information form comprises variables pertaining to gender, age, marital status and position. The scales utilized in the research are provided below for reference.

**Perceived Manager Humour Scale:** In the present study, the administrator humor scale developed by Cemaloğlu, Reçepoğlu, Şahin, Daşçı, and Köktürk (2012) was employed. In developing the scale, the researchers drew upon the findings of Babad's (1974) study. Babad (1974) posits that the scale comprises five sub-dimensions. The dimensions utilized in the scale are as follows: Affirming Humour (1, 2, 3, 4, 5), Sarcastic Humour (6, 7, 8, 9, 10, 11, 12, 13), Generative Humour (14, 15, 16, 17, 18, 19, 20, 21, 22), Rejecting Humour (23, 24, 25, 26, 27), and No Humour Style (28, 29, 30). The scale under consideration comprises 30 items and is structured in a 5-point Likert format. The items are presented on a 5-point Likert scale, with the following options: 'Strongly Disagree', 'Disagree', 'Neither Agree nor Disagree', 'Agree', and 'Strongly Agree'. Cemaloğlu, Reçepoğlu, Şahin, Daşçı, and Köktürk (2012) reported a Cronbach Alpha reliability coefficient of 864 for affirming humor and 864 for sarcastic humor. The Cronbach alpha reliability coefficient was found to be 864 for approving humor, 943 for sarcastic humor, and 943 for productive social humor. The reliability coefficient for rejecting humor was determined to be 923. The reliability coefficient for rejecting humor was found to be 855, while the coefficient for unused humor was 895. The value of 895 was thus determined. In our study, the reliability coefficient of the scale was determined as 922.

**Organisational Deviance Scale:** The Organizational Deviance scale, a tool employed to identify counterproductive work behaviors, was first developed by Bennett and Robinson (2000) and subsequently adapted into Turkish by İyigün and Çetin (2012). The scale consists

of 15 items and is divided into two sub-dimensions. Initially, the scale's seven items were designed to assess individual deviance, while the subsequent eight items were developed to evaluate organizational deviance. The scale utilizes a 5-point Likert format, wherein respondents indicate the frequency of their behaviors on a scale ranging from "Never" to "Always." The scale's internal consistency, as measured by the Cronbach alpha reliability coefficient, was determined to be .89, as reported by İyigün and Çetin (2012). This value was subsequently determined to be .89. In our study, the reliability coefficient of the scale was determined as .945.

### Data Analysis

A series of statistical analyses were conducted on the research group, including Mann-Whitney U, Kruskal-Wallis, and Spearman's correlation tests. The findings indicated that the excessive use of humor in business contexts can lead to counterproductive work behaviors, thereby impeding business efficiency. Specifically, the use of sarcastic and rejectionist humor has been observed to result in interpersonal challenges, which, in turn, can hinder business productivity. Consequently, it is imperative to maintain an appropriate level of humor in business environments to ensure optimal business efficiency.

## FINDINGS

The findings obtained in the research are presented below.

**Table 1**

*Demographic Characteristics of the Participants*

Variables	Groups	Frequency	Percent
Gender	Female	225	43.3
	Male	295	56.7
	Total	520	100.0
Age	18-22	98	18.8
	23-27	118	22.7
	28-32	109	21.0
	33-36	112	21.5
	37 and above	83	16.0
	Total	520	100.0
Marital Status	Married	209	40.2
	Single	311	59.8
	Total	520	100.0

A thorough analysis of Table 1 reveals that 43.3% of the participants identified as female, 56.7% as male, 18.8% as between the ages of 18 and 22, 22.7% as between the ages of 23 and 27, 21% as between the ages of 28 and 32, 21.5% as between the ages of 33 and 36, and 16% as between the ages of 37 and above. Furthermore, 40.2% of the participants were married, while 59.8% were single.

**Table 2**

*Skewness kurtosis levels of Perceived Managerial Humour Scale and Organisational Deviance Scale Sub-Dimension and Total Score Scores*

<b>Dimensions</b>	<b>N</b>	<b>Skewness</b>	<b>Kurtosis</b>	<b>P</b>
Affirming Humour	520	-1.430	1.522	.000
Sarcastic Humour	520	1.443	1.249	.000
Producer Humour	520	-.243	-1.154	.000
Rejecting Humour	520	.886	-.027	.000
Non-Humorous Style	520	.927	-.075	.000
Perceived Manager Humour Scale Total Score	520	.339	1.607	.000
Interindividual Deviation	520	1.379	2.367	.000
Organisational Deviance	520	1.329	.896	.000
Organisational Deviance Scale Total Score	520	1.323	1.330	.000

As demonstrated in Table 2, the outcomes of the Kolmogorov-Smirnov test demonstrate that the scores obtained for the Perceived Manager Humour scale sub-dimensions and total score are within the range typically regarded as normal. It should be noted that the Kolmogorov-Smirnov test is but one of a number of methods employed to ascertain whether the data are normally distributed. A thorough examination of the normal distribution curves revealed that the data manifested a normal distribution. According to Büyüköztürk (2007), variables within the range of  $\pm 1$  can be considered as normal distribution. However, Tabachnick and Fidell (2013) propose a more stringent criterion, suggesting that variables should be within the range of  $\pm 1.5$  to be considered normal. Consequently, it can be concluded that the scale scores demonstrate a normal distribution.

**Table 3**

*Descriptive Analysis of the Participants' Responses to the Perceived Managerial Humour Scale and Organisational Deviance Scale*

<b>Sub Dimensions</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean<math>\pm</math>Sd</b>
Affirming Humour	520	6.00	25.00	18.92 $\pm$ 4.51
Sarcastic Humour	520	8.00	40.00	16.19 $\pm$ 7.82
Producer Humour	520	9.00	45.00	27.43 $\pm$ 9.35
Rejecting Humour	520	5.00	25.00	11.40 $\pm$ 4.65
Non-Humorous Style	520	3.00	15.00	6.87 $\pm$ 3.23
Perceived Manager Humour Scale Total Score	520	49.00	148.00	80.81 $\pm$ 13.74
Interindividual Deviation	520	7.00	33.00	11.67 $\pm$ 4.55
Organisational Deviance	520	8.00	38.00	14.81 $\pm$ 6.93
Organisational Deviance Scale Total Score	520	15.00	71.00	26.48 $\pm$ 10.75

A thorough examination of Table 3 reveals that the mean score for the participants' Perceived Managerial Humour scale approving humor sub-dimension is  $18.92 \pm 4.51$ , while the mean score for the sarcastic humor sub-dimension is  $16.19 \pm 7.82$ . The mean score for the generative humor sub-dimension is 27. The mean scores for the Rejecting Humour sub-dimension were  $43 \pm 9.35$ , while the mean scores for the Non-Humorous Style sub-dimension were  $11.40 \pm 4.65$ . The Perceived Manager Humour Scale Total Score was  $80.81 \pm 13.74$ . The mean score for the participants' Organisational Deviance Scale Interpersonal Deviance sub-dimension was  $11.67 \pm 4.55$ , while the mean score for the Organisational Deviance sub-dimension was  $14.81 \pm 6.93$ . The mean total score on the Organisational Deviance Scale was  $26.48 \pm 10.75$ .

**Table 4**

*Examination of the Participants' Responses to the Perceived Managerial Humour Scale according to Their Gender*

Sub Dimensions	Sex	N	Rank Mean	Row Total	U	Cohen's d	P
Affirming Humour	Female	225	232.66	52348.50	26923.50	-0.31	.000**
	Male	295	281.73	83111.50			
Sarcastic Humour	Female	225	257.32	57897.50	32472.50	0.08	.673
	Male	295	262.92	77562.50			
Producer Humour	Female	225	270.87	60945.00	30855.00	0.13	.169
	Male	295	252.59	74515.00			
Rejecting Humour	Female	225	280.45	63102.00	28698.00	0.25	.008*
	Male	295	245.28	72358.00			
Non-Humorous Style	Female	225	275.30	61941.50	29858.50	0.19	.051
	Male	295	249.22	73518.50			
Perceived Manager Humour Scale Total Score	Female	225	272.67	61351.00	30449.00	0.17	.106
	Male	295	251.22	74109.00			

\* $p < 0.05$ , \*\* $p < 0.01$

A subsequent examination of the sub-dimensions and total scores of the Perceived Managerial Humour scale according to the gender variable of the research participants revealed that there was no statistically significant difference in the total scores of the Perceived Managerial Humour scale, sarcastic humor, productive humor, non-humorous style, and perceived managerial humor scale ( $p < 0.05$ ). However, a statistically significant distinction was observed between the sub-dimensions of approving humor and rejecting humor. The results indicated that male participants exhibited higher scores in the affirming humor sub-dimension, whereas female participants demonstrated higher scores in the rejecting humor sub-dimension.

**Table 5**

*Examination of the Participants' Answers to the Organisational Deviance Scale according to Their Gender*

Scales	Sex	N	Rank Mean	Row Total	U	Cohen's d	P
Interindividual Deviation	Female	225	261.28	58787.50	33012.50	-0.02	.917
	Male	295	259.91	76672.50			
Organisational Deviation	Female	225	258.94	58262.00	32837.00	0.04	.836
	Male	295	261.69	77198.00			
Organisational Deviance Scale Total Score	Female	225	259.77	58447.50	33022.50	0.02	.922
	Male	295	261.06	77012.50			

An examination of the total score and subscale scores of the Organizational Deviance Scale according to the gender variable of the participants in our research, as presented in Table 5, reveals that there is no statistically significant difference in the interpersonal deviance and organizational deviance sub-dimension and total scores of the Organizational Deviance Scale ( $p < 0.05$ ).

**Table 6**

*Examination of the Participants' Responses to the Perceived Managerial Humour Scale according to Their Ages*

Sub Dimensions	Age	N	Rank Mean	sd	X <sup>2</sup>	$\eta^2$	p	Difference
Affirming Humour	18-22 <sup>1</sup>	98	231.62	4	13.673	0.013	.029*	4>1
	23-27 <sup>2</sup>	118	243.56					
	28-32 <sup>3</sup>	109	252.53					
	33-36 <sup>4</sup>	112	297.21					
	37 and above <sup>5</sup>	83	279.62					
Sarcastic Humour	18-22 <sup>1</sup>	98	232.95	4	9.513	0.98	.047*	4>1
	23-27 <sup>2</sup>	118	253.82					
	28-32 <sup>3</sup>	109	267.13					
	33-36 <sup>4</sup>	112	293.67					
	37 and above <sup>5</sup>	83	250.01					
Producer Humour	18-22 <sup>1</sup>	98	284.74	4	15.849	1.40	.016*	1>4
	23-27 <sup>2</sup>	118	294.78					
	28-32 <sup>3</sup>	109	227.31					
	33-36 <sup>4</sup>	112	245.34					
	37 and above <sup>5</sup>	83	247.19					
Rejecting Humour	18-22 <sup>1</sup>	98	292.85	4	21.892	0.39	.014*	1>4
	23-27 <sup>2</sup>	118	290.38					
	28-32 <sup>3</sup>	109	249.99					

Non-Humorous Style	33-36 <sup>4</sup>	112	211.36	18.595	0.16	.020*	1>4
	37 and above <sup>5</sup>	83	259.94				
	18-22 <sup>1</sup>	98	302.07				
	23-27 <sup>2</sup>	118	271.90				
	28-32 <sup>3</sup>	109	244.61				
	33-36 <sup>4</sup>	112	219.29				
	37 and above <sup>5</sup>	83	271.69				
	18-22 <sup>1</sup>	98	258.88				
	23-27 <sup>2</sup>	118	293.72				
	28-32 <sup>3</sup>	109	258.10				
Perceived Managerial Humour Scale Total Score	33-36 <sup>4</sup>	112	241.36	8.620	0.24	.020*	1>4
	37 and above <sup>5</sup>	83	244.17				

\*p<0.05

When the sub-dimensions and total scores of the Perceived Managerial Humor Scale are examined according to the age variable of the participants in Table 6; a statistically significant difference is observed in the Approving humor, sarcastic humor, productive humor, rejecting humor and non-humorous style sub-dimensions of the Perceived Managerial Humor Scale and in the Perceived Managerial Humor Scale Total Scores (p<0.05).

**Table 7**

*Examination of the Answers of the Participants to the Organizational Deviance Scale according to Their Ages*

Scales	Age	N	Rank Mean	sd	X <sup>2</sup>	η <sup>2</sup>	p	Difference
Interindividual Deviation	18-22 <sup>1</sup>	98	227.53	4	17.728	0.20	.001**	3>1
	23-27 <sup>2</sup>	118	247.80					
	28-32 <sup>3</sup>	109	295.58					
	33-36 <sup>4</sup>	112	287.36					
	37 and above <sup>5</sup>	83	235.17					
Organisational Deviation	18-22 <sup>1</sup>	98	241.58	4	15.824	0.26	.003*	3>1
	23-27 <sup>2</sup>	118	254.46					
	28-32 <sup>3</sup>	109	303.53					
	33-36 <sup>4</sup>	112	268.05					
	37 and above <sup>5</sup>	83	224.72					
Organisational Deviance Scale Total Score	18-22 <sup>1</sup>	98	233.30	4	17.172	0.25	.002*	3>1
	23-27 <sup>2</sup>	118	253.65					
	28-32 <sup>3</sup>	109	302.92					
	33-36 <sup>4</sup>	112	274.58					
	37 and above <sup>5</sup>	83	227.66					

\*p<0.05, \*\*p<0.01

As demonstrated in Table 7, a statistically significant discrepancy is evident between the age groups 18-22 and 28-32 with respect to the sub-dimensions of interpersonal deviance and organizational deviance. This discrepancy is also observed in the total scores on the Organisational Deviance Scale, with a p-value less than 0.05. The observed discrepancy is particularly pronounced among individuals in the 28-32 age range.

**Table 8**

*The Relationship Between Perceived Manager Humour and Organisational Deviance*

Sub Dimensions		Interindividual Deviation	Interindividual Deviation	Interindividual Deviation
Affirming Humour	r	-.185**	-.233**	-.214**
	p	.000	.000	.000
Sarcastic Humour	r	.576**	.454**	.409**
	p	.000	.000	.000
Producer Humour	r	.488**	-.161**	-.229**
	p	.000	.000	.000
Rejecting Humour	r	.624**	.127**	.191**
	p	.000	.004	.000
Non-Humorous Style	r	.479**	.159**	.199**
	p	.000	.000	.000
Perceived Managerial Humour Scale Total Score	r	.245**	.251**	.235**
	p	.000.	.000	.000

\*p<0.05, \*\*p<0.01

As illustrated in Table 8, a weak negative relationship is evident between perceived manager humor and organizational deviance. Specifically, there is a weak negative relationship between approving humor and interpersonal deviance ( $r=-.185$ ;  $p=.000$ ), a weak negative relationship between organizational deviance ( $r=-.233$ ;  $p=.000$ ), and a weak negative relationship between organizational deviance scale total score ( $r=-.214$ ;  $p=.000$ ).

In addition, a moderate positive correlation is observed between the sarcastic humor sub-dimension and interpersonal deviance ( $r=.576$ ;  $p=.000$ ), between organizational deviance ( $r=.454$ ;  $p=.000$ ), and between total scores on the organizational deviance scale ( $r=.409$ ;  $p=.000$ ).

A moderate negative relationship is observed between the generative humor sub-dimension and interpersonal deviance ( $r=.488$ ;  $p=.000$ ), a weak negative relationship between organizational deviance ( $r=-.161$ ;  $p=.000$ ), and a weak negative relationship between the total score of the organizational deviance scale ( $r=-.229$ ;  $p=.000$ ).

A moderate positive relationship is evident between the rejecting humor sub-dimension and interpersonal deviance ( $r=.624$ ;  $p=.000$ ), a weak positive relationship between organizational deviance ( $r=.127$ ;  $p=.000$ ), and a weak positive relationship between organizational deviance scale total score ( $r=.191$ ;  $p=.000$ ).

A weak positive relationship is evident between the non-humorous style and interpersonal deviance ( $r=.479$ ;  $p=.000$ ), as well as between organizational deviance ( $r=.159$ ;  $p=.000$ ) and the organizational deviance scale total score ( $r=.199$ ;  $p=.000$ ).

The total scores on the Perceived Manager Humour Scale demonstrate a weak positive relationship with interpersonal deviance ( $r=.245$ ;  $p=.000$ ), organizational deviance ( $r=.251$ ;  $p=.000$ ), and the total score on the organizational deviance scale ( $r=.235$ ;  $p=.000$ ).

### DISCUSSION & CONCLUSION

An in-depth analysis of the sub-dimensions and total scores of the Perceived Managerial Humor Scale, based on the gender variable of the participants, revealed no statistically significant differences in the total scores for sarcastic humor, productive humor, non-humorous style, and the overall Perceived Managerial Humor Scale ( $p > 0.05$ ). However, significant differences were identified in the sub-dimensions of approving humor and rejecting humor. Males exhibited higher scores in the affirming humor sub-dimension, whereas females scored higher in the rejecting humor sub-dimension. This finding suggests a gender-based divergence in humor appreciation, where males tend to demonstrate a greater inclination toward affirming humor, possibly reflecting an adaptive approach to enhance sociability within Turkish society. Conversely, females displayed a more conservative attitude toward humor, indicating a lower propensity to approve or engage in humor compared to males.

In the literature, Aslan (2006) reported no gender-based differences in teachers' humor styles. Similarly, Erözkan (2009) found that male university students were more inclined toward self-enhancing humor, while females preferred participatory humor. Sarı and Aslan (2005) noted that male students favored aggressive humor more than females, and Soyaldın (2007) revealed that male secondary school students employed aggressive humor more frequently than their female counterparts. Additionally, Führ (2002) found that boys in early adolescence utilized sexual and aggressive humor more often than girls.

An examination of the Organizational Deviance Scale and its sub-dimensions based on the participants' gender revealed no statistically significant differences in interpersonal deviance, organizational deviance, or total scores ( $p > 0.05$ ). These findings suggest that gender does not significantly influence counterproductive work behaviors in sports enterprises. Employees are not categorized by gender, and their professional effectiveness is determined by factors beyond gender.

Literature supports a complex relationship between gender and counterproductive work behaviors. Demir (2009) concluded that gender is a significant factor influencing these behaviors, while Grasmick and Kobayashi (2002) observed that women exhibit less aggressive behavior than men but are more vulnerable to harassment. Moreover, T. Pozaıcı and Demir (2002) found that female employees were more likely to exhibit behaviors such as absenteeism, tardiness, and leaving work early. Lau et al. (2003) emphasized the role of marital status, reporting that married individuals engaged more frequently in counterproductive behaviors compared to their single counterparts.

When the sub-dimensions and total scores of the Perceived Managerial Humor Scale are examined according to the age variable of the participants in Table 6; a statistically significant difference is observed in the Approving humor, sarcastic humor, productive humor, rejecting humor and non-humorous style sub-dimensions of the Perceived Managerial Humor Scale and in the Perceived Managerial Humor Scale Total Scores ( $p < 0.05$ ). Individuals in the middle age group (33–36) demonstrated a greater tendency to use humor as a coping mechanism, likely due to their professional stability and clarity of role within their organization. These findings align with Dinç and Cemaloğlu (2018), who identified age as a key factor influencing managerial humor styles, though contrasting findings were presented by Reçepoğlu and Özdemir (2012), who reported higher humor usage among teachers aged 51 and above.

Further analysis of the Organizational Deviance Scale by age showed significant differences between participants aged 18–22 and 28–32 in interpersonal deviance, organizational deviance, and total scores ( $p < 0.05$ ). Participants in the 28–32 age range demonstrated greater adherence to workplace norms and ethics, possibly reflecting their efforts to establish professional credibility. As individuals age and gain experience, a marked reduction in counterproductive behaviors is observed, likely driven by a desire to advance professionally.

Contrary to these findings, Tüfekçi (2016) and Ödemiş (2011) found no significant correlation between age and counterproductive work behaviors. This discrepancy underscores the context-specific nature of such behaviors, which are influenced by individual, group, and environmental factors.

The study also examined the relationship between perceived managerial humor and organizational deviance, revealing weak to moderate correlations. Excessive use of humor, particularly sarcastic and rejecting humor, was found to contribute to interpersonal challenges, negatively impacting business productivity. Managers are therefore encouraged to adopt a balanced approach, integrating humor strategically to foster a positive work environment without compromising organizational efficiency.

Practical applications include fostering organizational commitment through initiatives such as inter-unit sports competitions, celebratory events (e.g., birthday and Teachers' Day celebrations), and artistic integration of humor, such as the Hacivat-Karagöz tradition. These strategies may mitigate organizational deviance and strengthen workplace cohesion.

## **Conclusion**

The findings of this study underscore the potential adverse effects of excessive humor usage in sports organizations, which may contribute to counterproductive work behaviors and a subsequent decline in organizational productivity. Specifically, the frequent use of sarcastic and rejecting humor has been linked to interpersonal conflicts, which can impair workplace harmony and efficiency. Therefore, fostering a balanced and contextually appropriate sense of humor within the workplace emerges as a critical managerial priority.

Excessive humor, particularly when used indiscriminately by managers, can diminish energy levels and productivity in the workplace. Managers are encouraged to adopt a more professional demeanor, limiting humor-based communication and aligning their actions with organizational priorities. This approach may help maintain a productive and harmonious work environment.

The utilization of humor at the individual level in sports businesses also offers potential for positive outcomes. When humor is employed thoughtfully, without compromising employees' roles or interpersonal dynamics, it can foster a supportive and engaging workplace culture. Additionally, the integration of humor with cultural and artistic elements—such as the traditional Hacivat-Karagöz performances—may offer novel avenues for enhancing organizational morale and cohesion.

Strategies aimed at increasing organizational commitment have been demonstrated to effectively reduce deviant behaviors in workplace settings. Initiatives such as inter-departmental sports competitions, astroturf matches, movie nights, birthday celebrations, and observances of special occasions (e.g., Teachers' Day or New Year's celebrations) not only strengthen team spirit but also promote a sense of belonging among employees. By fostering a supportive and inclusive workplace culture, these activities hold the potential to mitigate organizational deviance and contribute to long-term productivity.

## Recommendation

Based on the results of the study, the following recommendations have been developed. Training and seminars can be given for managers to use humor effectively in the workplace. In addition, the importance of using humor correctly and the harms of excessive humor to businesses can be conveyed in the trainings. In addition, managers should use humor as a tool to involve employees, strengthen team spirit and relieve stressful situations. In particular, humor can increase employees' flexibility and reduce stress levels in the workplace in stressful or challenging tasks. Managers can strategically adjust the use of humor when necessary by evaluating the effects of humor on productivity and morale.

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