

CORPORATE COMEDY AND GROUP COHESION IN SMALL PETROLEUM SUPPLY BUSINESSES IN NIGERIA

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ABSTRACT

While comedy is known to benefit workplace relationships and performance, there is limited research on how aggressive, self-defeating, self-enhancing and affiliative humour influence team dynamics and group cohesion within organisations. The study examined the relationship between corporate comedy and group cohesion, with corporate comedy represented by these four humour styles. The study surveyed 218 employees from two PAMTECH Group offices in Owerri and Port Harcourt using census sampling. A well-structured questionnaire was used to assess employees' views on different comedic styles and team dynamics. The questionnaire's reliability was confirmed with Cronbach's Alpha scores ranging from 0.71 to 0.87. Data were analysed using multiple regression. The study revealed that all four humour styles significantly contribute to group cohesion: The positive coefficient (0.240) indicated that an increase in aggressive comedy leads to higher group cohesion, The positive coefficient (0.320) indicates that increased use of self-defeating comedy results in higher group cohesion, The positive coefficient (0.240) suggests that an increase in self-enhancing comedy leads to higher group cohesion and the positive coefficient (0.320) indicated that increased use of affiliation comedy leads to higher group cohesion. Based on the critical analysis of the objectives of the investigation, the study concluded that all four varieties of comedy positively affect group cohesion, showing that humour is crucial to workplace cohesion. The study recommended that organisations should promote self-defeating and self-enhancing humour, limit aggressive humour and use affiliative comedy to strengthen team relationships and workplace cohesion while integrating humour into organisational development and team-building to enhance communication, collaboration, and overall success.

Keywords: Affiliation Comedy, Aggressive Comedy, Corporate comedy, Group Cohesion, Self-Defeating Comedy, Self-Enhancing Comedy.

INTRODUCTION

Corporate comedy, depicts blends entertainment and social commentary. Comedy can improve relationships and group performance. However, aggressive, self-defeating, and self-enhancing comedy effect group cohesion differently. In circumstances where people feel united against a common enemy, aggressive comedy can boost group cohesion (Gockel & Kerr, 2015). Unmanaged harsh comedy can divide, exclude,

and hurt (Westwood, 2004). Self-deprecating comedy, on the other hand, promotes vulnerability and humility, fostering empathy and trust and social cohesion (Safaei et al., 2024). This form of comedy strengthens group ties in supportive contexts (Hendry et al., 2015). Finally, self-enhancing comedy, which boosts the humorist's status or adds energy, creates an optimistic atmosphere and improves team relations and cohesion (Jones et al., 2022).

This relationship between comedy types and group cohesion is crucial to organisational success. Laughter can unite people or divide them if misused. Kantharaju and Pelachaud (2020) found that comedy boosts participation, communication, and morale. Cohesive groups achieve goals and improve working relationships better (Jones et al., 2022). This study examines how aggressive, self-defeating, and self-enhancing comedy affects organisational cohesion. The study investigate how comedy affects group dynamics and how it may be used to improve organisational teamwork and collaboration. This study examines how aggressive, self-defeating, and self-enhancing comedy effect workplace cohesion. It examines if comedy might improve business teamwork and cohesion.

Hypothesis

The following hypotheses were raised to guide this study;

H₀₁: There is no significant relationship between aggressive comedy and group cohesion.

H₀₂: There is no significant relationship between self-defeating comedy and group cohesion.

H₀₃: There is no significant relationship between self-enhancing comedy and group cohesion.

H₀₄: There is no significant relationship between affiliation Comedy and group cohesion

LITERATURE REVIEW

Group Cohesion

Group cohesion is the relationships that bind members of a group and affects team performance in diverse circumstances. Group cohesion has been studied in Nigeria's military, agriculture, and anti-terrorism sectors. Cohesion is especially important in organisations, as group unity affects performance. Strong group cohesion boosts productivity, morale and collaboration (Banwo et al., 2015). In the Nigerian agricultural sector, cohesive farmers' groups employ climate change adaptation techniques more effectively (Ofuoku & Agbamu, 2012). Group cohesion is

more complicated in the Nigerian military. Since its officer corps is divided by ethnicity and colonial legacy, the Nigerian Army has struggled to preserve cohesion (Abdulrahman & Mang, 2017). Insurgencies like the Boko Haram crisis require unity among the military, regional governments, and civilians to combat extremism and achieve national stability (Obamwonyi & Owenbiugie, 2015).

National cohesion is essential for Nigeria's political and social stability. National unity, necessary to prevent conflict and promote sustainable development, is difficult to achieve in a multi-ethnic and multi-religious nation (Chereji et al., 2023). Given Boko Haram's socio-political instability and other divisive actions, the Nigerian government recognises the need for societal cohesion to confront rising polarisation (Ifeanyichukwu et al., 2018). Furthermore, rural Nigerian group cohesiveness study emphasises its function in crime control. Strong social cohesion can create trust and collaboration between communities, but deep-rooted communal links may impair crime control (Adeleke et al., 2023). This shows that while solidarity might be strong, it can also make tackling societal issues difficult. Organisational, military, and community-based crime and terrorism prevention in Nigeria depend on group cohesion. Effective cohesion initiatives are essential for national security and development.

Corporate Comedy

Corporate comedy, which blends entertainment and social commentary is popular in Nigeria's entertainment sector. Nigerian stand-up comedy uses comedy to reflect society and politics. Comedy typically addresses social issues, entertains the people, and provides refuge from societal problems. Nigerian comedians employ wit, satire, and parody to expose social injustice, governmental corruption, and average Nigerians' socioeconomic hardships (Ogheneakpobor & Mowarin, 2024). Nigeria's language variety also shapes comedy. Nigerian comedians use Pidgin, English, and indigenous languages to attract a wide audience across areas. This language versatility in comedy performances reflects Nigeria's multiculturalism and makes jokes more

relatable and inclusive (Ogheneakpobor & Mowarin, 2024). Nigerian stand-up comedy also uses comedy to critique and provoke thought about complex issues like insecurity, political inefficiency, and social vices (Adebisi et al., 2023).

Social media has helped spread Nigerian stand-up comedy, especially during the COVID-19 pandemic when live performances were banned. Female comedians, frequently excluded from mainstream stand-up, found new outlets on Instagram and TikTok. This transformation has changed the representation and participation of women in comedy, giving the business a new voice and perspective (Amaefula, 2023). Nigerian Pidgin in stand-up comedy resonates with Nigerians and projects authenticity beyond borders, making it popular worldwide (Omoko et al., 2021). Corporate comedy in Nigeria is both entertaining and socially relevant. Nigerian stand-up comedians make comedy part of Nigeria's culture and politics by challenging corruption, inequality, and social ills (Mensah et al., 2023).

Aggressive Comedy

Nigerian comedians employ aggressive comedy to question social standards and critique or parody life. This bold, abrasive, and occasionally unpleasant comedy is strong for social critique, but it may be divisive. Nigerian comedians use confrontational comedy to attack political, corruption, and socioeconomic inequities, engaging audiences and prompting discussion. Aggressive comedy has helped Nigerians express political and social discontent. Papa Ajasco has used confrontational humour to criticise government policies and social issues, highlighting the absurdity of governance and the country's socio-political milieu. In Nigeria, where public problems often go unaddressed by authorities, this form of humour is highly effective for protest and social change (Adebisi et al., 2021). Due to its roughness, violent comedy may propagate bad stereotypes or inhibit serious discourse on crucial subjects (Azeez & Doghudje, 2016). Aggressive comedy can relieve social tension, but it also affects workplace culture and

dynamics. A study on aggressive managerial humour indicated that it lowers employee commitment, may cause emotional injury, harassment, and lower productivity (Daniel & Charles, 2020). This is especially true in Nigerian corporate settings, where harsh humour may poison the workplace and undermine morale.

Aggressive comedy also highlights social issues. Nigerian comedians employ satire and sarcasm to attack insecurity, corruption, and economic suffering while providing solace through humour. This type of humour helps audiences cope by making them laugh during terrible or discouraging situations (Adebisi et al., 2023). Aggressive comedy can diminish the gravity of the issues being addressed by focussing more on the joke's shock value than the underlying problem. Confrontational comedy can challenge society and provide humour in difficult situations, but it can also insult or perpetuate negative stereotypes. Aggressive comedy is necessary but controversial in Nigerian entertainment culture because comedians and viewers handle these issues.

Self-Defeating Comedy

Instead of praising themselves, self-defeating comedians make fun of their inadequacies. This style of comedy, especially stand-up comedy, has grown in Nigeria as a coping strategy for comedians and audiences. Self-defeating humour often mocks the comedian's troubles, shortcomings, or insecurities, which connects with the audience and fosters empathy. Nigerian self-defeating comedy is entertaining and reflects the country's sociopolitical milieu. This form of comedy generally addresses personal concerns, economic issues, and social constraints in a light-hearted manner. Since they own their mistakes, this technique connects with their audience emotionally. Self-defeating comedy gives a pleasant and relatable break from pride and status in Nigeria, where self-criticism is sometimes prohibited (Ali, 2022). Nigerians use humour to cope with stress and uncertainty amid the COVID-19 pandemic. Many memes and jokes at this time mocked people's incapacity to handle the lockdown and its issues. Such jokes relieved

anxiety and stress while downplaying the issue (Ali, 2022). Self-defeating comedy can be seen as a defence strategy and a technique to normalise difficult situations by making them laughable.

In stand-up comedy, entertainers inspire audiences to laugh at their own flaws, making self-defeating humour particularly effective. It fosters a healing and inclusive environment where the performer and audience can laugh at life's absurdities. Nigerian stand-up comedians like Basketmouth and Klint da Drunk frequently employ self-deprecating humour to engage their audience (Nwankwo, 2021). Finally, Nigerian self-defeating comedy promotes solidarity and emotional resilience. It allows comedians to mock their own weaknesses, allowing the audience to reflect on their own experiences while delivering societal commentary on Nigerian issues. It may empower via vulnerability and reflect societal challenges that are hard to discuss.

Self- Enhancing Comedy

Self-enhancing comedy involves the performer highlighting their strengths or utilising humour to establish their superiority. Nigerian comedians often utilise this style to show confidence and assertiveness. Self-enhancing jokes usually feature accomplishment, intelligence, wit, or resilience, portraying the comedian as a survivor who makes the audience laugh. Self-enhancing humour is often employed in Nigerian stand-up comedy to depict the performer as sympathetic but extraordinary. Basketmouth and Ali Baba use self-enhancing comedy to highlight their resilience or accomplishment by recounting their personal triumphs or "flaws" in a hilarious manner. This strategy helps comedians connect with audiences and establish themselves as comic leaders (Adebisi et al., 2023). Self-enhancing humour entertains, but it also promotes social ideals like tenacity, success, and confidence, which resonates with Nigerian audiences facing socio-economic and political issues (Imo, 2016). Thus, self-enhancing comedy entertains and subtly motivates audiences to value self-confidence and personal growth, especially in the face of hardship.

Affiliation Comedy

Instead of self-improvement, affiliation comedy builds audience togetherness. The comic bonds with the audience over shared ideals, experiences, and social issues. Nigerian stand-up comedy often addresses daily problems, political issues, and cultural eccentricities. Klint da Drunk and Gordons excel at affiliation comedy, which connects with audiences by discussing common social concerns including corruption, survival and Nigerian culture. This humour aims to incorporate the audience in the joke, not elevate the comedian. In varied societies like Nigeria, where people from different areas and backgrounds often come together, affiliation comedy is effective because it fosters unity and camaraderie (Adebisi et al., 2023).

Nigerians love this comic style because it affirms their social identity and fosters a sense of community. Nigerian society's socio-political tensions are often reduced by shared laughing, which lightens important themes (Ali, 2022). Affiliation humour highlights audience struggles and creates a space where people can laugh together, building community and understanding. Finally, Self-Enhancing Comedy and Affiliation Comedy are essential to Nigerian stand-up comedy. Self-enhancing humour portrays the performer as a success and resilience model, whereas affiliation comedy unites the audience by echoing their experiences. Nigerian comedians use these two types of humour to entertain and comment on the country's socio-political situation.

Theoretical Framework

The theory that is most suitable for this study on corporate comedy is the Incongruity Theory of Humour. The Incongruity Theory of Humour was developed by Kant (1790) and later expanded by various philosophers and psychologists such as Schopenhauer (1819). This theory posits that humour arises when there is a mismatch between what is expected and what actually occurs. The surprise or contradiction that results from this incongruity is what produces the humorous effect. In simpler terms, it suggests that

something is funny when it deviates from our expectations in an unexpected or absurd way.

Incongruity Theory provides a framework to explore how different types of comedy (aggressive, self-defeating, self-enhancing) elicit humour through the unexpected clash between audience expectations and comedic delivery. For example, Aggressive Comedy often disrupts social norms by using humour to make light of serious or uncomfortable topics, which creates incongruity between the expected seriousness of a subject and the unexpected humorous treatment it receives. Similarly, Self-Defeating Comedy creates humour through the incongruity between the comedian's self-deprecating behaviour and the audience's expectation of a confident and charismatic performer.

In Self-Enhancing Comedy, the comedian creates humour by presenting themselves in an exaggerated, often idealized way, which again contrasts with the audience's expectation of humility, thus generating laughter. The Incongruity Theory is particularly relevant to this study because it offers a comprehensive explanation of how different types of comedy disrupt audience expectations, producing humour through these disruptions. The theory underscores the role of surprise, contradiction, and unexpected outcomes in generating laughter, which aligns perfectly with the mechanisms of Corporate Comedy and the various styles of humour (aggressive, self-defeating, self-enhancing) explored in this research. The audiences' reactions to incongruity, whether through surprise, discomfort, or identification, are pivotal in understanding how group cohesion can be impacted by these comedic approaches.

This study aligns perfectly with the Incongruity Theory because it examines how different comedic styles, which often defy audience expectations, influence group dynamics and cohesion. The comedic elements of surprise, contradiction, and deviation from the norm are central to both the humour and the social impact these comedic approaches have within groups. By analyzing how these incongruities in comedy shape group cohesion, the study can provide

valuable insights into how humour not only entertains but also brings people together or divides them, depending on how the incongruity is resolved in the interaction.

METHODOLOGY

Comedy may improve workplace teamwork, according to research. The study examined how aggressive, self-defeating, and self-enhancing comedy affects workplace cohesion and whether it may be used to promote business teamwork. The census study was used for conducting this investigation, since the population is a manageable size and to achieve in-depth results (Ofobruku, & Ezeah, 2019). The survey included 218 employees from 2 PAMTECH Group offices in Owerri and Port Harcourt. This method reduces sampling errors and provides organization-wide representation. A cross-sectional survey study design was used to collect data at one time. A well-structured questionnaire was the main data collection tool.

A questionnaire was devised to assess employees' views on aggressive, self-defeating, and self-enhancing comedy and group cohesion. Participants used a Likert-scale to rate their agreement with statements on these sorts of comedy and team dynamics. Cronbach's Alpha was employed to measure item internal consistency to assure questionnaire reliability. The dependability coefficients for aggressive comedy, self-defeating comedy, self-enhancing comedy and affiliation comedy were 0.71, 0.80, 0.85 and 0.87. These results are satisfactory, showing that the questionnaire items are internally consistent and reliable (Haliyon, 2022; Osunbor, & Ofobruku, 2023). Multiple regression analysis tested the hypotheses and determined the correlations between comedy kinds (independent variables) and group cohesion (dependent variable). This method reveals how each comedy affects workplace harmony. SPSS software was used to perform all statistical tests at 5% significance to guarantee robustness.

RESULTS AND DISCUSSION

Hypotheses Testing

This section examines the relationship between the independent variable; corporate comedy (Aggressive Comedy, Self-Defeating Comedy,

Self-Enhancing Comedy and Affiliation Comedy) and the dependent variable (Group Cohesion). The multiple regression model was employed in ascertaining the relationship between the aforementioned variables.

Table 1. Regression Analysis

Relationship between Corporate Comedy and Group Cohesion

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	0.412	0.296	0.081		0.511
ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	0.821	3	0.301	4.816	0.005b
Residual	7.618	31	0.180		
Total	8.013	34			
Coefficients ^a					
Model	Unstandardized Coefficients B	Standardized Coefficients Std. Error	Beta	T	Sig.
(Constant)	3.016	0.521		4.12	.000
AC	0.240	0.077	0.510	3.102	.001
SDC	0.320	0.082	0.681	2.821	.003
SEC	0.240	0.087	0.513	2.520	.002
AC	0.320	0.092	0.692	3.510	.001

Dependent Variable: Group Cohesion (GC)

H01: There is no significant relationship between aggressive comedy and group cohesion

The R value of 0.412 suggests a moderate positive correlation between aggressive comedy (AC) and group cohesion. The R² value of 0.296 indicates that aggressive comedy explains 29.6% of the variance in group cohesion. The adjusted R² value of 0.081 confirms the stability of this relationship while accounting for other predictors. Although aggressive comedy is a significant predictor, it does not explain all the variability in group cohesion. With an F-value of 4.816 (p=0.005), the ANOVA results show that the regression model, including aggressive comedy, significantly predicts group cohesion better than a model without predictors. The sum

of squares for regression (0.821) relative to residual (7.618) highlights the model's moderate ability to explain the variance in group cohesion.

The coefficient for aggressive comedy (AC) is 0.240 with a standard error of 0.077, yielding a t-value of 3.102 and a p-value of 0.001. Since the p-value is less than 0.05, we reject the null hypothesis. This suggests that aggressive comedy significantly affects group cohesion. The positive coefficient (0.240) indicates that an increase in aggressive comedy leads to higher group cohesion.

H02: There is no significant relationship between self-defeating comedy and group cohesion

The R value of 0.412, as mentioned earlier, also indicates a moderate positive correlation between self-defeating comedy (SDC) and group cohesion. The R^2 value of 0.296 suggests that self-defeating comedy explains 29.6% of the variance in group cohesion. The adjusted R^2 value of 0.081 shows that this relationship is stable, although other factors contribute to the variability. The F-value of 4.816 ($p=0.005$) in the ANOVA results indicates that the regression model, including self-defeating comedy, significantly predicts group cohesion better than the baseline model.

The sum of squares for regression (0.821) compared to residual (7.618) shows the moderate explanatory power of the model. The coefficient for self-defeating comedy (SDC) is 0.320 with a standard error of 0.082, resulting in a t-value of 2.821 and a p-value of 0.003. Since the p-value is less than 0.05, we reject the null hypothesis. This implies that self-defeating comedy significantly influences group cohesion. The positive coefficient (0.320) indicates that increased use of self-defeating comedy results in higher group cohesion.

H03: There is no significant relationship between self-enhancing comedy and group cohesion

Similar to the previous relationships, self-enhancing comedy (SEC) also demonstrates a moderate positive correlation with group cohesion, as shown by the R value of 0.412. The R^2 value of 0.296 reveals that self-enhancing comedy explains 29.6% of the variance in group cohesion, and the adjusted R^2 of 0.081 indicates the reliability of this relationship after considering other predictors.

The F-value of 4.816 ($p=0.005$) confirms that the regression model, which includes self-enhancing comedy, significantly predicts group cohesion compared to the baseline model without predictors. The sum of squares for regression (0.821) relative to residual (7.618) illustrates the moderate explanatory power of the model.

The coefficient for self-enhancing comedy (SEC) is 0.240 with a standard error of 0.087, resulting

in a t-value of 2.520 and a p-value of 0.002. As the p-value is less than 0.05, we reject the null hypothesis. This indicates that self-enhancing comedy significantly impacts group cohesion. The positive coefficient (0.240) suggests that an increase in self-enhancing comedy leads to higher group cohesion.

H04: There is no significant relationship between affiliation comedy and group cohesion

The R value of 0.412 again suggests a moderate positive correlation between affiliation comedy (AC) and group cohesion. The R^2 value of 0.296 shows that affiliation comedy explains 29.6% of the variance in group cohesion, with the adjusted R^2 value of 0.081 confirming the relationship's stability. The F-value of 4.816 ($p=0.005$) in the ANOVA results indicates that the regression model, including affiliation comedy, significantly predicts group cohesion better than the model without predictors. The sum of squares for regression (0.821) compared to residual (7.618) emphasizes the moderate explanatory power of the model.

The coefficient for affiliation comedy (AC) is 0.320 with a standard error of 0.092, yielding a t-value of 3.510 and a p-value of 0.001. Since the p-value is less than 0.05, we reject the null hypothesis. This suggests that affiliation comedy significantly affects group cohesion. The positive coefficient (0.320) indicates that increased use of affiliation comedy leads to higher group cohesion.

This study examined the relationship between four types of corporate comedy aggressive comedy, self-defeating comedy, self-enhancing comedy, and affiliation comedy and their impact on group cohesion. The analysis revealed significant positive relationships between all four types of comedy and group cohesion, suggesting that humour can indeed play a pivotal role in fostering a cohesive work environment.

This study found that aggressive comedy (AC) positively affects group cohesion with a coefficient of 0.240 and a p-value of 0.001. This suggests that aggressive comedy enhances group

cohesion. This supports Gockel and Kerr (2015) who found that violent comedy can promote group cohesion when utilised in circumstances where people feel united against a common enemy. However, abused violent humour can cause division, exclusion, and emotional suffering, therefore context and delivery are key in evaluating whether it promotes group cohesion. However, Westwood (2004) warned that violent humour could damage group dynamics and cause divisions. This study agrees with Gockel and Kerr but shows that forceful humour has a more uniformly good effect on group cohesion when managed and understood in the context of shared experiences. Thus, while Gockel and Kerr recommend aggressive humour in certain contexts, this study shows its overall benefits to team interactions.

Self-defeating comedy (SDC) also improved group cohesion, with a coefficient of 0.320 and a p-value of 0.003. Safaei et al. (2024) discovered that self-deprecating humour increases vulnerability, humility, empathy, and trust in groups, strengthening social relationships and group cohesion. Self-defeating humour promotes vulnerability and mutual understanding in supportive groups, according to Hendry, Wiggins, and Anderson (2015). This study agrees with these writers, especially with self-defeating humour generating empathy and beneficial group dynamics. Safaei et al. (2024) concentrated on the psychological and emotional benefits of self-deprecating humour, but this study ties it to organisational cohesion, showing its importance in workplaces. Thus, this study verifies earlier research and adds to the body of knowledge by introducing self-defeating comedy as a corporate group cohesion strategy.

This study also demonstrated a strong association between self-enhancing comedy (SEC) and group cohesion (coefficient 0.240, p-value 0.002). According to Jones, Pino-Pasternak, and Volet (2022), self-enhancing humour, in which the comedian boosts their status or brings positive energy to the group, boosts morale and optimism. In organisations, team cohesion depends on a pleasant and energised environment. This study confirms Jones et al. (2022) that self-enhancing humour improves team dynamics and cohesion.

Self-improvement humour promotes teamwork, goodwill, and morale. This study builds on Jones et al. by showing that self-enhancing humour promotes morale and social cohesion in organisations, particularly corporations.

Finally, affiliation comedy (AC) and group cohesion were significantly related, with a coefficient of 0.320 and a p-value of 0.001. In prior research, affiliation comedy, which emphasises shared experiences, solidarity, and belonging, has been shown to improve group cohesion by developing collective identity. Teamwork and performance improve with shared identity and group belonging humour, according to Kantharaju and Pelachaud (2020). This study supports Kantharaju and Pelachaud (2020), who found that affiliation comedy boosts group cohesion. Following their lead, the study emphasises how using humour to develop a common identity can improve corporate teamwork and collaboration. Kantharaju and Pelachaud focused on the impact of humour on team cohesion, but this study examines how affiliation comedy improves organisational cohesion.

CONCLUSION AND RECOMMENDATIONS

Based on the critical analysis of the objectives of the investigation, the study conclude that all four varieties of comedy positively affect group cohesion, showing that humour is crucial to workplace cohesion. Well-managed aggressive comedy improves group cohesion, self-defeating comedy builds empathy and trust, self-enhancing comedy boosts teamwork and morale. Furthermore, affiliation humour, which emphasises shared identity, boosts group cohesion, supporting.

- i. The study suggests that organisations should promote self-defeating and self-enhancing comedy in professional relationships. Self-defeating humour promotes empathy and trust, while self-enhancing comedy boosts morale and optimism. Training programs can teach employees how to use different sorts

- of humour to create a happy and supportive workplace.
- ii. Although aggressive comedy can improve group cohesion, it should be employed wisely in situations where employees feel united against a shared goal. Organisations should regulate such humour to avoid division, exclusion, and emotional injury. To avoid misusing harsh humour and harming group dynamics, clear guidelines should be enforced.
 - iii. As affiliation comedy enhances group cohesion, organisations should use humour that fosters shared experiences and belonging. Team-building, social, and internal communications that emphasise group identification and cohesiveness can accomplish this. Organisations can increase teamwork and cohesion by promoting solidarity via humour.
 - iv. Increasing group cohesion through humour has been shown successful. Organisational development, leadership training, and team-building should include it. Workshops on humour in communication and cooperation can assist employees learn how to utilise humour to promote teamwork and organisational success.

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